### Memorandum

Agenda Item No. 14(A)(2)



Date:

July 7, 2005

To:

Honorable Chairman Joe A. Martinez

And Members of Board of County Commissioners

From:

George W. Rurgess

County N

Subject:

Proposed FY 2006 Consolidated Planning Process Policies

#### **RECOMMENDATION**

It is recommended that the Board of County Commissioners approve the attached FY 2006 Consolidated Planning Policies. These policies will govern preparation of the update of the Miami-Dade County FY 2003-2007 Consolidated Plan through preparation of the FY 2006 Action Plan, and the FY 2006 Consolidated Request for Applications (RFA) process.

This item includes attachments concerning Neighborhood Revitalization Strategy Area (NRSA) demographics and boundary maps, the United States Department of Housing and Urban Development (U.S. HUD) incentives for NRSA designation, and charrette planning elements relative to the citizen participation process.

#### **BACKGROUND**

The United States Department of Housing and Urban Development (U.S. HUD) requires Miami-Dade County to submit an annual Consolidated Plan update and an action plan. The Board of County Commissioners (BCC) approved the current FY 2003-2007 Consolidated Plan, on December 17, 2002. This year an update of the Consolidated Plan for FY 2003-2007 is being proposed through the FY 2006 Action Plan. The planning process commenced in February 2005 with staff meeting with Community Advisory Committees and neighborhood groups to update and prioritize the needs of their neighborhoods, and through consultations with County Departments, Community Based Organizations (CBOs) and Community Development Corporations (CDCs).

The proposed FY 2006 Consolidated Planning Process, as implemented by the Office of Community and Economic Development (OCED), continues to frame policies and priorities, as adopted by the BCC in prior years. The following new policies are also being proposed to further streamline the compliance with federal mandates that include:

- 1. The Plan addressing all three U.S. HUD's Community Planning and Development (CPD) formula programs: Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), Emergency Shelter Grant (ESG); and
- 2. Amending the Neighborhood Revitalization Strategies element.

OCED recommends the following new policies, changes and amendments to existing policies for the FY 2006 Consolidated Planning Process Policies. These changes are being proposed based on consultation with the community, and latest federal CPD guidelines that strongly encourage the use of a local performance measurement system, the development of new management strategies, and implementation of management by objectives. Ultimately, these changes are designed to improve the efficiency and effectiveness of OCED and participating agencies, which will consequently increase the quality of services provided.

Honorable Chairman Joe A. Martinez and Members Board of County Commissioners Page - 2 -

The policies were developed in accordance with U.S. HUD policies, standards and procedures in order to provide a framework for managing the HOME program in order to improve program delivery. OCED consulted with the Miami-Dade Housing Agency, the Affordable Housing Advisory Board (AHAB) the County Attorney's Office and the Homeless Trust to develop these new policies. The Policy Paper was discussed by AHAB on May 25, 2005. The policies were made available for a 30-day comment period to the public on June 7. They were also distributed to the eight Community Advisory Committees for their review and comment in May and June. In addition, OCED is hosting a Community Development Conference on June 29, 2005 to discuss the CDBG and HOME programs, the proposed U.S. HUD Performance Management Systems Rule and the proposed new policies.

- In an effort to streamline the application and evaluation process, it is recommended that the Request For Applications (RFA) be amended, subject to review of the County Attorney's office, to allow currently funded agencies to be exempt from re-submitting required documentations except when updates are needed. This shall include an affidavit from the agency attesting that the required documents on file are current and in good standing. OCED will continue to require a full set of documents at the signing of contracts. Per Federal mandate, applications will be evaluated utilizing the latest federal Community Planning and Development (CPD) guidelines, which place an emphasis on a performance measurement system.
- Re-investment of program income is permissible into eligible activities under U.S. HUD guidelines, however the use of such must be approved in advance by OCED. Agencies must report program income quarterly. Failure to report program income will result in penalties being assessed, as per contract terms. Program income reported may be retained by the agency with prior written approval from OCED, to ensure that funds are utilized to serve the low-to-moderate income community. Examples of sources of program income are: loan repayments, property sales, rental income, special assessments, fees charged for services, and interest earned on revolving loan funds.
- The Consolidated Annual Performance and Evaluation Report (CAPER) is made available during a 30-day comment period. This document is required by U.S. HUD guidelines and reports on agencies' performance. To encourage further citizen participation the CAPER will also be presented to the BCC, through the appropriate Board Committee, to allow for additional citizen input.
- Prior to application submission, all Housing and Capital Improvement applicants will be required to have a technical assistance pre-consultation meeting with their respective OCED District teams. This is a mandatory prerequisite; no housing or capital improvement applications will be accepted without a pre-consultation meeting. Attending a pre-consultation meeting does not guarantee funding.
- Funding criteria for Housing and Capital Projects will be based on a risk assessment protocol comprising underwriting risk, fund leveraging analysis, review of program and project results, developer's ability to perform, staff and organization's capacity, affordability, feasibility, project contribution to public goals, past compliance and performance, and quality of reporting and documentation, when applicable.

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- For-profit and non-profit entities applying for the same Housing or Capital Improvement Projects must apply as single entities such as joint ventures. Partnerships must submit their partnership agreements. This includes sources and uses budget, capital budget, and scope of services for each project. County Departments will be exempt from this requirement.
- Site control is mandatory for housing and capital improvement projects. No substantial change of the initial BCC-approved projects such as site change or transfer of funds to other projects will be allowed. In such event(s), the application will be nullified for the current fiscal cycle. Applicants with such changes will be permitted to resubmit another application during the next application cycle.
- To facilitate payment of pre-development and overhead costs, developers will be allowed the use, at a pro-rated percentage, their developers' fee. OCED shall pay the agency, as maximum compensation or fee for the developer services required pursuant to the scope of work. The percentage of compensation shall be predetermined based on each applicant's scope of work. Each phase of development will have a corresponding percentage of the fee assigned. This measure shall assist agencies including non-profit entities and CHDO's to have access to cash flow in the initial stage of the project, to finance predevelopment, operating, and administrative costs.
- CDBG, HOME and HOME-CHDO funds are to be used as gap financing and not as the only funding source for a project or program. Applicants must provide written documentation, with the application, of the availability and status of all other current sources of funding (towards the project or its administration) at the time the application is submitted.
- HOME funds are loans, not grants. All HOME funds will be treated as loans requiring property or another form of collateral to be used as security for repayment for the duration of the affordability period. Forgiveness of the loan will be considered on a, case-by-case basis, only for projects serving very-low-income residents, homeless persons and families.
- For major capital improvement and housing projects, OCED may require that the CDBG grant awarded be in the form of a loan which must be secured by a mortgage on all real property acquired or improved in whole or in part with CDBG funds. Contractors shall execute any mortgage required by OCED and pay any costs associated with recording and perfecting of said mortgage. However, the contractor will not be required to make any payments on the mortgage until the property is sold or fails to be used to meet a CDBG national objective.
- In accordance with industry standards, OCED will hold 10% of the total grant award as a retainer until the completion of the construction work is verified by OCED. The 10% retainer will be released after satisfactory final certification of completion or occupancy, final release of liens and as-built drawings are received by OCED.

The following previously approved policies, amended if necessary, will continue to guide the FY 2006 Action Plan Process:

- Concentration of activities in NRSAs and eligible block groups;
- Funding priority be given to those census tracts and block groups where the household income level is 30% or less of the median income in Miami-Dade County;

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- Emphasis on activities that address State Wages Welfare Reform initiative goals and projects that support the funding priorities established by the Alliance for Human Services in accordance with the Social Service Master Plan for Dade County;
- Exclusion of County Departments from the formal RFA process in lieu of allocations determined through the County's budget development process, subject to eligibility determination by OCED;
- Establishment of a minimum goal to allocate at least 20 percent of the FY 2004 CDBG allocation for economic development activities;
- The concept of zero-based budgeting in evaluating currently funded agencies and services for Action Plan funding, and those on the list of eligible public services;
- A requirement for strict compliance with Section 3 of the U.S. HUD Act of 1968 and directing all County departments to monitor and enforce compliance with said provision: requiring all applicable County contracts and solicitations to contain language requiring compliance with Section 3. Section 3 requirements ensure that employment and other economic opportunities generated by certain U.S. HUD financial assistance shall, to the greatest extent feasible, be directed to low- and very-low-income persons, particularly those who are recipients of government assistance for housing and to business concerns which provide economic opportunities to low- and very low-income persons;
- Extend and strengthen partnerships among all levels of government and the private sector, including for-profit and non-profit organizations in the production and operation of affordable housing;
- Applicants are required to give presentations at District and NRSA meetings to give citizens an opportunity to receive information on proposed projects. Currently funded agencies or developers must give performance reports on ongoing projects;
- Proposals will be evaluated for leverage indicating adequate financial resources to complete the project, including any financial gaps or contingencies prior to project commencement. Documentation of other funding sources will be required;
- The RFA will be limited to requesting the types of priorities identified in the Consolidated Plan. Non housing projects will be recommended for Census Tracts and Eligible Block Groups in which at least 51% of the households have low-to-moderate-incomes in unincorporated Miami-Dade County and participating jurisdictions. In municipalities that do not have their own CDBG entitlement, activities that address the needs of limited clientele groups, such as the elderly, public housing residents, the disabled, farm workers, the homeless, WAGES participants etc., which have low-to-moderate-income, will be considered for funding;
  - Bonus points will be provided to RFA respondents whose applications propose to serve the Federal Empowerment Zone, Federal Enterprise Community, State Enterprise Zones, Targeted Urban Areas and Community Redevelopment Areas that meet the objectives enumerated in the respective plans;
- A Director's District Reserve Account will be established for each Commission District with funding of \$200,000 per District for CDBG eligible activities;

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- A \$100,000 reserve account will be established for each of the ten NRSAs Community Advisory Committees. Utilization of these funds will be subject to activity meeting one of U.S. HUD's National Objectives, consistency with Consolidated Plan priorities, formal application through RFA process, and not a public service activity;
- Consider multi-year contracts and/or funding for housing and capital improvement projects, which
  could include phasing of projects with first year to include pre-development, feasibility study, design
  and environmental review. SHIP and SURTAX funded projects are excluded for consideration for
  multi-year funding;
- Timeliness of expending funds by agencies will be factored into the content and frequency of reports used in program management, and schedules for the use of projected funds will include key project milestones to measure progress;
- Timelines of expenditures will be factored in the evaluation of proposals process. As such, it is anticipated that each project to be funded should have a schedule for the use of projected funds, tied to key project milestones, so that actual performance can be measured against expectations and problems can be identified at an early stage.
- Sub-recipients funded for capital improvements, or construction of housing may be given multi-year funding commitments and/or contracts, provided they meet all U.S. HUD guidelines and OCED contractual requirements. This performance based multi-year funding may include public service agencies that establish sustainability plans designed to leverage additional private, foundation and/or other federal or state support. The ultimate objective is to reduce the reliance on long-term financial assistance. SHIP and SURTAX funded projects will not be considered for multi-year funding.
- Funds for affordable housing administrative costs will be capped at \$150,000 for the life of the project. Project-related soft costs that will be exempt from the cap are architectural, engineering and related professional services, project audit costs, fair housing services to prospective tenants or owners of an assisted project, appraisals, environmental reviews, preparation of work specifications and legal and accounting fees are being displaced or a relocation plan must be submitted with the application. Funds for affordable housing predevelopment and other administrative costs will be capped at \$150,000 for the life of the project. The \$150,000 can be utilized for administrative project management and overhead costs linked to a specific project and or activity. Project related soft costs such as market studies, architectural drawings, engineering, fair housing services, appraisals, environmental reviews, preparation of works specifications, legal and accounting fees will be exempt from the cap. Payment of costs of staff involved in providing services for construction or rehabilitation of housing and/or for tenant-based rental subsidies using CDBG or HOME funds will be based on a schedule for the use of projected funds, tied to key project milestones, so that actual performances can be measured. According to U.S. HUD CDGG regulations the service delivery category does not exist. All these costs will now be computed as part of developer fees and Contractor overheads.
- Agencies' capacity will be enhanced through mandatory training sessions. Each agency that receives CDBG or HOME allocations for housing related activities will be required to attend a training certification program that will be offered through a collaborative effort between Miami-Dade County, Local Initiative Supportive Corporation (LISC) and Florida International University (FIU).



Honorable Chairman Joe A. Martinez and Members Board of County Commissioners Page - 6 -

- Training offered is designed specifically to help non-profits build their capacity for real estate development projects. Agencies that have demonstrated knowledge of Real Estate Development may be exempt from this requirement.
- Proposals will be evaluated for leverage and must indicate adequate financial resources to complete the project. Any financial gaps or contingencies must be noted prior to project commencement. Documentation of other funding sources through letters of commitment will be required for all projects. Any proposal, which receives a multiple year funding agreement, is required to aggressively pursue outside funding sources in their first year of funding.
- The County requires all sub-grantees to adhere to all federal and local program compliance requirements. The County, on a regular basis, through progress reports, will monitor each sub-grantee agency and site visits. A monitoring report must be on file by August 31, 2006 for FY 2006 activities. If a sub grantee cannot meet the terms and conditions of its contract or agreement, OCED may recommend that the contract be terminated and the funds either be used by another entity to carry out the same activity, or address a different priority.

Гопу Е. Crapp, Sr.

Assistant County Manager

TO:

Honorable Chairman Joe A. Martinez

DATE:

July 7, 2005

and Members, Board of County Commissioners

FROM:

Robert A. Ginsburg

County Attorney

SUBJECT: Agenda Item No. 14(A)(2)

Please note any item	ns checked.
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	"4-Day Rule" ("3-Day Rule" for committees) applicable if raised
+	6 weeks required between first reading and public hearing
	4 weeks notification to municipal officials required prior to public hearing
	Decreases revenues or increases expenditures without balancing budget
	Budget required
	Statement of fiscal impact required
	Bid waiver requiring County Manager's written recommendation
· .	Ordinance creating a new board requires detailed County Manager's report for public hearing
	Housekeeping item (no policy decision required)
	No committee review

Approved	Mayor	Agenda Item No.	14(A)(2)
Veto		07-07-05	
Override			

RESOLUTION NO.
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RESOLUTION APPROVING THE POLICIES GOVERNING THE PLANNING PROCESS FOR THE UPDATE OF THE FY 2003-2007 CONSOLIDATED PLAN THROUGH THE PREPARATION OF THE ACTION PLAN; ABIDING BY THE FUNDING STRATEGIES AND PRIORITIES APPROVED BY THE BOARD ON DECEMBER 17, 2002 AS A PART OF THE FY 2003-2007 CONSOLIDATED PLAN AND APPROVING THE USE OF A REQUEST **FOR APPLICATIONS PROCESS FOR** COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM, THE HOME INVESTMENT PARTNERSHIP PROGRAM, AND THE EMERGENCY SHELTER GRANT TO SOLICIT AGENCIES TO FOR FUNDING TO ADDRESS NEEDS ALREADY APPLY IDENTIFIED IN THE PLAN OR TO MEET UPDATED NEEDS RESULTING FROM THE CITIZEN PARTICIPATION PROCESS

WHEREAS, this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board approves the policies governing the update of FY 2003-2007 Consolidated Plan including the FY 2006 Action Plan Planning Process for the Community Development Block Grant (CDBG), HOME Investment Partnership (HOME), and Emergency Shelter Grant (ESG) programs; abides by funding strategies and priorities as approved by the Board on December 17, 2002; and approves the use of a Request for Application process to include the CDBG, HOME, and ESG Programs to solicit agencies to apply for funding to address needs already identified in the Plan or to meet updated needs resulting from the Citizen Participation Process in substantially the form attached hereto and made a part hereof.



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, who

The foregoing resolution was offered by Commissioner moved its adoption. The motion was seconded by Commissioner and upon being put to a vote, the vote was as follows:

Joe A. Martinez, Chairman Dennis C. Moss, Vice-Chairman

Bruno A. Barreiro Dr. Barbara Carey-Shuler

Jose "Pepe" Diaz
Sally A. Heyman
Dorrin D. Rolle
Katy Sorenson

Carlos A. Gimenez
Barbara J. Jordan
Natacha Seijas
Rebeca Sosa

Sen. Javier D. Souto

The Chairperson thereupon declared the resolution duly passed and adopted this 7<sup>th</sup> day of July, 2005. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA BY ITS BOARD OF COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: Deputy Clerk

Approved by County Attorney as to form and legal sufficiency.

the

Shannon D. Summerset



# Miami-Dade County Proposed

## FY 2006 Action Plan Policies

"In celebration of providing 30 years of national support for low-to-moderate communities."

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## FY 2006 CONSOLIDATED PLANNING PROCESS POLICIES

#### **EXECUTIVE SUMMARY**

The Miami-Dade County Office of Community and Economic Development (OCED) offers the following new policies changes and amendments to existing policies for the FY 2006 Consolidated Planning Process Policies. These changes are being proposed based on consultation with the community, and the latest Federal Community Planning and Development (CPD) guidelines that strongly encourage the use of a local performance measurement system, the development of new management strategies, and the implementation of management by objectives. Ultimately, these changes are designed to improve the efficiency and effectiveness of OCED and participating agencies, which will consequently increase the quality of services provided. This policy paper establishes guidelines for such a performance measurement system.

Significant policy changes being considered include:

- 1. In an effort to streamline the application and evaluation process, it is recommended that the Request For Applications (RFA) be amended to allow currently funded agencies to be exempt from re-submitting required documentations except when updates are needed. This shall include an affidavit from the agency attesting that the required documents on file are current and in good standing. OCED will continue to require a full set of documents at the signing of contracts. Per Federal mandate, applications will be evaluated utilizing the latest Federal Community Planning and Development (CPD) guidelines, which place an emphasis on a performance measurement system.
- 2. Re-investment of program income is permissible into eligible activities under U.S. Department of Housing and Urban Development (U.S. HUD) guidelines; however the use of such must be approved by OCED. Agencies must report program income quarterly. Failure to report program income will result in penalties being assessed as per contract terms. Program income reported may be retained by the agency with prior written approval from OCED, to ensure that funds are utilized to serve the low-to-moderate income community. Examples of sources of program income are: loan repayments, property sales, rental income, special assessments, fees charged for services, and interest earned on revolving loan funds.

3. The Consolidated Annual Performance and Evaluation Report (CAPER) is made available during a 30-day comment period. This document is required by US HUD guidelines and reports on agencies' performance. To encourage further citizen participation the CAPER will also be presented to the Board of County Commissioners (BCC) to allow for additional citizen input.

#### HOUSING AND CAPITAL IMPROVEMENT APPLICANTS

- 4. Prior to application submission, all Housing and Capital Improvement applicants will be required to have a technical assistance pre-consultation meeting with their respective OCED District teams. This is a mandatory prerequisite; no housing or capital improvement applications will be accepted without a pre-consultation meeting. Attending a pre-consultation meeting does not guarantee funding.
- 5. Funding criteria for Housing and Capital Projects will be based on a risk assessment protocol comprising underwriting risk, fund leveraging analysis, review of program and project results, developer's ability to perform, staff and organization's capacity, affordability, feasibility, project contribution to public goals, past compliance and performance, and quality of reporting and documentation, when applicable.
- 6. For-profit and non-profit entities applying for the same Housing or Capital Improvement Projects must apply as single entities such as joint ventures. Partnerships must submit their partnership agreements. This includes sources and uses budget, capital budget, and scope of services for each project. County Departments will be exempt from this requirement.
- 7. Site control is mandatory for housing and capital improvement projects. No substantial change of the initial BCC-approved projects such as site change or transfer of funds to other projects will be allowed. In such event(s), the application will be nullified for the current fiscal cycle. Applicants with such changes will be permitted to resubmit another application during the next application cycle.
- 8. To facilitate payment of pre-development and overhead costs, developers will be allowed the use, at a pro-rated percentage, their developers' fee. OCED shall pay the agency, as maximum compensation or fee for the developer services required pursuant to the scope of work. The percentage of compensation shall be predetermined based on each applicant's scope of work. Each phase of development will have a corresponding percentage of the fee assigned. This measure shall assist agencies including non-profit entities and CHDO's to have access to cash flow in the initial stage of the project, to finance pre-development, operating, and administrative costs.

- 9. CDBG, HOME and HOME- CHDO funds are to be used as gap financing and not as the only funding source for a project or program. Applicants must provide written documentation, with the application, of the availability and status of all other current sources of funding (towards the project or its administration) at the time the application is submitted.
- 10. HOME funds are loans, not grants. All HOME funds will be treated as loans requiring property or another form of collateral to be used as security for repayment for the duration of the affordability period. Forgiveness of the loan will be considered on a, case-by-case basis, only for projects serving very-low income residents, homeless persons and families.
- 11. For major capital improvement and housing projects, OCED may require that the CDBG grant awarded be in the form of a loan which must be secured by a mortgage on all real property acquired or improved in whole or in part with CDBG funds. Contractors shall execute any mortgage required by OCED and pay any costs associated with recording and perfecting of said mortgage. However, the contractor will not be required to make any payments on the mortgage until the property is sold or fails to be used to meet a CDBG national objective.
- 12. In accordance with industry standards, OCED will hold 10% of the total grant award as a retainer until the completion of the construction work is verified by OCED. The 10% retainer will be released after satisfactory final certification of completion or occupancy, final release of liens and asbuilt drawings are received by OCED.

#### PURPOSE AND BACKGROUND

#### **PURPOSE**

This paper contains the Miami-Dade County Office of Community and Economic Development (OCED) proposed FY 2006 Consolidated Planning policies. These policies will govern the preparation of the FY 2006 Action Plan and the FY 2006 Consolidated Request for Qualifications (RFQ) process. In our efforts to prepare the FY 2006 Action Plan, OCED works closely with the community and its citizens to meet the overall goals of the Consolidated Plan. According to U.S. Department of Housing and Urban Development (U.S. HUD), the overall goals of the Consolidated Plan are to:

- Develop viable communities by providing decent housing
- Provide a suitable living environment by improving the safety and livability of neighborhoods
- Expand economic opportunities including job creation and retention.

#### **BACKGROUND**

The U.S. Department of Housing and Urban Development (U.S. HUD) requires OCED to submit a Consolidated Plan every five-years and an annual Action Plan every fiscal year. The current Consolidated Plan covers the five-year period from January 1, 2003 through December 31, 2007. The FY 2003-07 Consolidated Plan includes a Housing and Homeless needs assessment, a Housing market analysis, a five year Strategic plan for Neighborhood Revitalization Strategy Areas (NRSA), an annual Action Plan, US HUD Certifications and Monitoring standards and procedures. This policy paper includes the FY 2006 Plan priorities and funding criteria for the following HUD programs:

- Community Development Block Grant (CDBG);
- HOME Investment Partnerships (HOME); and
- Emergency Shelter Grant (ESG).

The paper also includes a discussion of the SURTAX and State Housing Initiatives Program (SHIP) programs and the projected expenditure of revenues from these programs.

To meet the intent and spirit of Federal requirements OCED will consult with relevant County Departments, municipalities, Community Development Corporations (CDCs), Community Based Organizations (CBOs) and neighborhood-based citizen participation



groups as part of its continuing effort to fulfill our mission. The participation, from the onset, of all stakeholders facilitates successful implementation.

#### STRATEGIC PLANNING

 The FY 2003-07 Consolidated Plan has been coordinated with the County's Strategic Plan; specifically regarding Human Services, Economic Development, Neighborhood, Environment and Unincorporated Municipal Service Area (UMSA) Services, Recreation and Culture and Transportation.

#### CITIZEN PARTICIPATION

In May 1990, the Board of County Commissioners (BCC) approved an amended Citizen Participation Plan (Attachment A) and guidelines for Community Action Agency (CAA) and OCED Community Advisory Committees. One of the goals of this Plan is "the establishment of a formal structure through which residents may participate in the planning, implementation and evaluation of the program in an advisory role." The Citizen Participation element of the Consolidated Plan has been modified to more fully comply with U.S. HUD's Consolidated Planning requirements. Attachment A includes the Citizen Participation plan approved by the BCC on June 4, 2002. The proposed Citizen Participation Plan update which is scheduled for BCC review and approval in August, 2005 is also included in this attachment.

The County's Citizen Participation Process relative to the Consolidated Plan occurs year round. The Citizen Participation Plan includes a minimum of four (4) meetings with NRSA residents and residents of low-and moderate-income block groups within each Commission District or combination of Districts. Public hearings and comment periods are scheduled in each District for citizen feedback on the FY 2006 Plan update, funding priorities, and the RFA process. In addition, all agencies responding to the RFA, as well as all currently funded agencies, must make presentations at District and NRSA meetings in the District/NRSA that the activity is located or will be carried out. These presentations are designed to provide citizens with an opportunity to receive information on proposed and ongoing projects. Through this citizen participation process, OCED relies upon the County citizens to:

- Identify both neighborhood and community needs;
- · Prioritize those needs; and
- Recommend activities that address priority needs.
- **Support** conclusions and recommendations reached in the community based charrette process.

In an effort to directly meet the needs of low- and moderate-income communities, a minimum of \$100,000 will be allocated to each of the 10 Community Advisory

Committees (CACs) to address high priority needs in their neighborhoods. Community Advisory Committees will be empowered to make funding recommendations regarding these non-public service priorities as part of the RFA process, either as an endorsement of a submitted project or to fund an eligible unmet high priority need that meets a U.S. HUD national objective and OCED's funding criteria.

An additional amount will be allocated to each Commission District based upon poverty, low- and moderate-income population and overcrowded housing in each District. OCED is working with CAA in order to update the Citizen Participation Process and Guidelines. Once drafted, these changes will be brought to communities for their input and comments. It is anticipated that new guidelines will be brought to the Board of County Commissioners in late 2005.

#### PART II: FY 2006 POLICIES

#### **FY 2006 PLAN NEEDS AND OBJECTIVES**

The strategic plan section of the current FY 2003-2007 Consolidated Plan contains numerous policy objectives. The FY 2006 Action Plan focuses upon policy objectives including, but not limited to, the following:

- Provision of new and rehabilitated single- and multi-family housing with a particular emphasis on homeownership strategies, whose by product may lead to wealth building strategies for low-moderate-income persons;
- · Creation and retention of jobs;
- Public Services for youth and senior citizens;
- Public Services for identified target populations in the Social Services Master Plan, to the extent that those services are eligible under CDBG guidelines; and
- Installation of and/or improvements to infrastructure.

In fulfilling these objectives, it is recommended that OCED utilize a two-tiered consolidated RFQ process for the CDBG and ESG programs. The RFQ will serve to identify agencies that have the capacity to address the inventory of unmet needs identified during the FY 2003-2007 Plan update. HOME, SHIP and Surtax programs will be excluded from the two-tiered process.

OCED will invite, through public notices, an RFQ for addressing individual Neighborhood Revitalization Strategy Areas (NRSA) and countywide priority needs in the following categories:

- Capital Improvements
- Economic Development
- Housing
- Public Services
- Historic Preservation

County Departments are considered for funding through the County's budget development and approval process, as well as the RFQ's ranking/review process. If no CDC, CHDO or CBO applications meet an unmet Plan priority or need, a County Department may be selected to address that priority or need.

Only those applications that meet the preliminary requirements will be asked to submit a more comprehensive proposal. The first round of applications will be reviewed for agency capacity and project justification. Activities will be ranked based on a combination of both submission tiers.

Additionally, any allocation made to an agency within a municipality or to a municipality will require an Interlocal-agreement stating that the municipality is financially obligated to match or exceed the allocation via their CDBG allocation and/or through General Revenue. Failure to secure a municipal match will effectively disqualify the applicant from receiving an allocation.

Due to the complexity of monitoring and managing each contract, OCED has established a \$25,000 minimum threshold per allocation. Amounts smaller than \$25,000 can usually be obtained by private funding sources. CDBG funds should be used as gap financing for agencies that may be unable to receive conventional financing to make their projects feasible.

#### FY 2006 PLAN PRIORITIES AND FUNDING CRITERIA

The following will serve as plan priorities and general funding criteria for FY 2006.

- Low-to-moderate-income households and neighborhoods;
- Housing
- Economic development;
- Financial viability, leveraging and partnerships; and
- Project's ability to be implemented within the contracted period.

These priorities and criteria demonstrate project funding priorities through several means, among them are: funding set-asides, additional or "bonus points" added to the application ranking, or other special considerations that enhance the feasibility or implementation of the project. Adherence to past performance requirements and activity service area will be factored into consideration.

#### **LOW-INCOME HOUSEHOLDS AND NEIGHBORHOODS**

Emphasis will be placed on projects, programs, and activities that directly address priority needs of populations identified in the Consolidated Plan. This includes activities that address State WAGES welfare reform initiative goals and to projects that support the funding priorities established by the Alliance for Human Services, in accordance with the 2001 Social Services Master Plan for Miami-Dade County

#### **PUBLIC SERVICES**

Public service activities selected for funding will be selected based on agency capacity and activity justification, as identified by the 2001-2004 Social Services Master Plan. Between January and April 2005, the Alliance for Human Services has engaged in a series of activities to begin the planning process for the 2005-2007 SSMP. Current priority needs include crime prevention, elder services, and countywide services (information and referral, food recovery, and legal services) and the following populations:

- Children, youth and families;
- Special needs populations;
- Children and adults with disabilities; and
- Refugees, immigrants, and new entrants.

Additional areas and populations to be given consideration include:

- Very low- and low-income households;
- Areas with high concentrations of poverty;
- > Homeless population;
- Mentally and physically challenged populations;
- > Farm worker/migrant population;
- Elderly population and;
- Individuals living in overcrowded housing.

Public service activities funded through the CDBG program will be subject to a 15 percent cap as mandated by US HUD, except for services carried out pursuant to a NRSA strategy by a Community-Based Development Organization (CBDO). To maximize on the public service cap exemption, public service activities will be funded, as permissible, through CBDOs based in NRSAs.

In order to receive any funding for physical site improvements, public service agencies will need to enter into a partnership with OCED's Community Builders Division (CBD).

Multiple year funding for public service activities is also being proposed. In an effort to be more efficient and effective, OCED proposes to change the funding cycle for CDBG

public service activities from one year funding to multiyear funding (Maximum commitment three-years), subject to continued availability of Federal funding. The basis for the decision comes from the agencies desire to anticipate and plan for funding adequately verses applying every year and waiting six to eight-months to determine if they were funded and for how much. By transitioning to multi-year funding, agencies will be able to leverage CDBG dollars more effectively through the proper planning and budgeting of funds. Contracts will be executed for multiple years, however scopes and budgets will be required yearly and demonstrate a quantifiable increase in the level of service. Additionally, yearly monitoring of each activity will be conducted to ensure compliance with U.S. HUD guidelines.

The entire amount, to be funded, will not be available, but distributed according to their scopes proportionately during the multi-year funding phase. Additionally, agencies that do receive multiple year funding contracts will be required to aggressively pursue outside funding sources during the first year of funding. This will assist the agencies to get a 'jumpstart' on becoming less dependent on CDBG funds. Departmentally, having multi-year funding contracts will help expedite the contract development process on the off years.

#### GEOGRAPHIC AREAS OF SPECIAL EMPHASIS

- Neighborhood Revitalization Strategy Areas (NRSAs). In 1996, U.S. HUD
  established criteria for approving locally determined strategies for revitalizing an
  area that is among the community's most distressed. In order to provide some
  incentive for grantees to undertake such revitalization, the CDBG regulations
  provide certain benefits for the use of CDBG funds in such an area.
- The incentives for NRSAs are as follows:
  - ➤ Job creation/retention activities undertaken pursuant to the strategy may be qualified as meeting area benefit requirements thus eliminating the need to track the income of persons;
  - Aggregation of Housing Units for purposes of applying the low and moderate income national objective criteria;
  - Aggregate Public Benefit Standard Exemption: Economic Development activities carried out under the strategy may, at the grantee's option, be exempt from the aggregate public benefit standards, thus increasing a grantee's flexibility for program design as well as reducing its record-keeping requirements.
  - ➤ Public Service Cap Exemption: Public services carried out pursuant to the strategy by a Community Based Development Organization (CBDO) will be exempt from the public service cap.
- The designated NRSAs meet the following criteria: the evaluation of boundaries, an analysis of demographic criteria, consultation with residents, businesses and

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non profits, an economic empowerment strategy and identification of performance measurements.

Currently there are ten NRSAs: Opa-locka, West Little River, Model City, Melrose, Kendall West, Sweetwater/Fountainbleau, South Miami, Perrine, Goulds, and Leisure City/Naranja/Princeton. The Federal Enterprise Community and Empowerment Zone areas are also eligible.

- Eligible Block Groups (EBGs)- Are census block groups where income is less than 80% of the County's median household income and there is a high concentration of poverty and unemployment. The boundaries of CDBG eligible areas have changed as a result of the 2000 Census.
  - ➤ EBGs not formerly designated as Community Development NRSAs are grouped regionally by Commission District and are included in the District's Strategic Plan.
  - Non-housing projects are recommended for census tracts and EBGs where at least 51% of the households have low- or moderate-incomes in unincorporated Miami-Dade County and participating jurisdictions. In municipalities that do not have their own CDBG entitlement, proposed activities must address the needs of the priority needs populations listed above.
- CDBG Entitlement jurisdictions and State Small Cities CDBG Jurisdictions including: Miami; Hialeah; Miami Beach; North Miami; Homestead and Florida City. However, funding is limited to activities that demonstrate Metropolitan Significance and are consistent with the high priority needs identified in that jurisdiction's Consolidated Plan. To be eligible for CDBG funding, they must pass an eligibility test that demonstrates that the majority of its program benefits have benefited unincorporated Miami-Dade County and its participating jurisdictions in the past.
- The Consolidated Planning process concentrates on a regional focus. All CDBG eligible areas are evaluated on a regional basis through a community planning and review process. The formula for allocating available funding for Plan activities in eligible areas consider: per capita expenditures, concentrations of poverty, overcrowding, and the low- and moderate-income population in the area.

#### HOUSING

- In compliance with BCC action on November 5, 1991, there shall be a minimum set-aside of 15% of CDBG housing funds for CDCs involved in housing activities, as well as a housing activity land acquisition set-aside of 5% for use by all CDCs.
- Emphasis will be placed upon housing, community and economic development funding for:



- Mixed-income single- and multi-family affordable housing projects and the dispersal of these projects throughout the County to avoid an overconcentration of such projects in particular geographic areas;
- Mixed-use projects that support both housing and economic development; and
- Agencies requesting funds for land acquisition must submit a realistic and attainable development plan for all properties to be acquired with County proceeds, an acquisition plan for parcels to be acquired for vacant or built-up acquisition activities.
- All projects involving acquisition of existing buildings must demonstrate that no persons are being displaced or a relocation plan must be submitted with the application.
- Funds for affordable housing predevelopment and other administrative costs will be capped at \$150,000 for the life of the project. The \$150,000 can be utilized for administrative project management and overhead costs linked to a specific project and or activity. Project related soft costs such as market studies, architectural drawings, engineering, fair housing services, appraisals, environmental reviews, preparation of works specifications, legal and accounting fees will be exempt from the cap. Payment of costs of staff involved in providing services for construction or rehabilitation of housing and/or for tenant-based rental subsidies using CDBG or HOME funds will be based on a schedule for the use of projected funds, tied to key project milestones, so that actual performances can be measured. According to U.S. HUD CDBG regulations the service delivery category does not exist.
- Sub-recipients funded for capital improvements, or construction of housing may be given multi-year funding commitments and/or contracts, provided they meet all U.S. HUD guidelines and OCED contractual requirements. This performance based multi-year funding may include public service agencies that establish sustainability plans designed to leverage additional private, foundation and/or other federal or state support. The ultimate objective is to reduce the reliance on longterm financial assistance. SHIP and Surtax funded projects will not be considered for multi-year funding.
- Timelines of expenditures will be factored in the evaluation of proposals process.
   As such, it is anticipated that:
  - Each project to be funded should have a schedule for the use of projected funds, tied to key project milestones, so that actual performance can be measured against expectations and problems can be identified at an early stage.
  - An alternative plan to handle unexpended funds.

#### **CAPITAL IMPROVEMENT & HOUSING**

Agencies' capacity will be enhanced through mandatory training sessions. Each agency that receives CDBG or HOME allocations for housing related activities will be required to attend a training certification program that will be offered through a collaborative effort between Miami-Dade County, Local Initiative Supportive Corporation (LISC) and Florida International University (FIU). The training offered is designed specifically to help non-profits build their capacity for real estate development projects. Agencies that have demonstrated knowledge of Real Estate Development may be exempt from this requirement.

#### **ECONOMIC DEVELOPMENT**

As a minimum goal, at least twenty % of the CDBG funding allocation will be allocated for economic development activities.

#### FINANCIAL VIABILITY, LEVERAGING AND PARTNERSHIPS

- Proposals will be evaluated for leverage and must indicate adequate financial resources to complete the project. Any financial gaps or contingencies must be noted prior to project commencement. Documentation of other funding sources through letters of commitment will be required for all projects. Any proposal, which receives a multiple year funding agreement, is required to aggressively pursue outside funding sources in their first year of funding.
- Funding criteria for Housing and Capital Projects will be based on a risk assessment protocol comprising underwriting risk, fund leveraging analysis, review of program and project results, developer's ability to perform, staff and organization's capacity, affordability, feasibility, project contribution to public goals, past compliance and performance, and quality of reporting and documentation, when applicable.
- Emphasis will be placed on applications that:
  - Utilize partnerships among the private and non-profit sectors in the development, construction and operation of affordable housing;
  - Maximize utilization of the four different public housing funds: HOME, CDBG, Surtax and SHIP as well as leveraging private financing. This maximization may require the development of a public/private fully capitalized housing fund accepting applications on a rolling basis;
  - Package housing proposals using Federal Low Income Housing Tax Credits in order to enhance their competitive position in the State competition for credits;

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- Competitive costs per client or units;
- The concept of "zero-based" budgeting will be implemented in the review of requests for funding. Thus, there is no presumption of funding for any agency currently being funded. However, County Departments and agencies currently implementing projects may be recommended for subsequent funding for continuing projects started in a prior year.

## ENSURING PROJECT COMPLETION: MONITORING AND EVALUATION

The County requires all subgrantees to adhere to all federal and local program compliance requirements. The County on a regular basis through progress reports will monitor each subgrantee agency and site visits. A monitoring report must be on file by August 31, 2006 for FY 2006 activities. If a subgrantee cannot meet the terms and conditions of its contract or agreement, OCED may recommend that the contract be terminated and the funds either be used by another entity to carry out the same activity, or address a different priority.

#### PART III: FUNDING AND PROJECTED ALLOCATIONS

#### **ACTION PLAN FUNDING ALLOCATIONS**

The Board allocated FY 2005 funding for the programs listed below on February 1<sup>st</sup>, 2005. Cumulatively, this represents a consolidated budget of \$32,238,976 as described in the following table. Projected allocations for each program are also provided. (These projected numbers are estimates based on current allocations and are subject to change.)

#### FY 2005 TOTAL FUNDING ALLOCATION BY FUNDING SOURCE

FY 2005 Funding By Source		
Program	Total in \$	Percentage
Community Development Block Grant (CDBG)	22,410,025	70
CDBG Program Income	400,000	1.5
Emergency Shelter Grant (ESG)	865,955	2
Home Investment Partnership (HOME)/ HOME CHDO	7,476,742	23
HOME Program Income	600,000	2
Additional FY 2003 HOME Program Income	300,000	1
American Dream Downpayment Initiative	186,254	0.5
TOTAL	32,238,976	100

#### FY 2005 CDBG FUNDING ALLOCATION BY CATEGORY\*

FY 2005 CDBG Funding		
Category	Total in \$	Percentage
Administration	4,560,790	20
Capital Improvement	1,358,349	6
Economic Development	4,808,482	21
Historic Preservation	145,620	1
Housing	2,982,759	13
Public Service	6,621,025	29
Commission District Funds	2,145,000	9
New NRSA Reserve Fund*	188,000	1
TOTAL	22,810,025	100

<sup>\*</sup>THIS FUNDING IS PART OF THE TOTAL \$940,000 FOR NRSAS TO BE ALLOCATED TO ELIGIBLE ACTIVITIES. THE REMAINDER OF NRSA DISTRIBUTED AMONG CAPITAL IMPROVEMENT. HOUSING AND ECONOMIC DEVELOPMENT CATEGORIES.



#### FY 2006 CDBG ESTIMATED FUNDING ALLOCATION

The following estimated allocations serve as guidelines for FY 2006 CDBG funding.

#### FY 2006 TOTAL FUNDING ALLOCATION BY FUNDING SOURCE

FY 2006 Funding By Source		
Program	Total in \$	Percentage
Community Development Block Grant (CDBG)	22,907,349*	68
CDBG Program Income	400,000	1.5
Emergency Shelter Grant (ESG)	750,000	2
Home Investment Partnership (HOME)/ HOME CHDO	8,790,000	26
HOME Program Income	600,000	2
American Dream Downpayment Initiative	186,254	0.5
TOTAL	33,633,603	100

<sup>\*</sup>This amount could change if the City of Miami Gardens becomes a CDBG Entitlement Community

#### FY 2006 CDBG Estimated Funding Allocation By Category

Funding Category	Estimated % of CDBG Allocation	Amount in \$
Administration	20	4,581,470
Capital Improvement	10	2,290,735
Economic Development	20	4,581,470
Historic Preservation	3	687,220
Housing	25	5,726,837
Public Service	22	5,039,617
Contingency	0	0
TOTAL	100	22,907,349

OCED recommends that the Board fund County Departments at a percentage no higher than 30% of CDBG funding to County Departments for eligible projects, programs and activities. These activities are no less important and should not be regarded as lower value to the community than externally provided services.



#### **FY 2005 HOME FUNDING ALLOCATION**

FY 2005 HOME Category Funding		
Category	Total in \$	Percentage
Program Administration	783,789	9
Rental Housing	2,100,000	25
Homeownership	3,622,000	42
Homeless Housing	1,000,000	12
CHDO Operating Support	225,000	3
CHDO Set Aside	107,105	1
American Dream Downpayment Initiative (ADDI)	186,254	2
HOME Reserve	538,848	6
TOTAL	8,562,996	100

#### **FY 2006 HOME ESTIMATED FUNDING ALLOCATION**

FY 2006 HOME Estimated Funding Allocation			
Funding Category	Total in \$	Estimated % of HOME Allocation	
Program Administration	879,000	10	
Community Housing Development Organizations (CHDOs) Operating Support	439,500	5	
CHDO Set-Aside	1,318,500	15	
Rental Housing	791,100	9	
Homeless Housing	1,000,000	11.4	
Homeownership	4,361,900	49.6	
TOTAL	8,790,000	100%	

In order to receive HOME funds from US HUD a local funding match is required. This match is expected to be covered through the utilization of the SHIP funds.

#### FY 2005 EMERGENCY SHELTER GRANT (ESG) FUNDING ALLOCATION

FY 2005 ESG Funding Allocation		
Category	Total in \$	Percentage
Public Services	865,955	100
TOTAL	865,955	100

#### **FY 2006 ESG ESTIMATED FUNDING ALLOCATION**

FY 2006 ESG Funding Allocation		
Category	Total in \$	Percentage
Public Services	750,000	100
TOTAL	750,000	100

#### PART IV: TIMELINE FOR

#### FY 2006 CONSOLIDATED PLANNING ACTIVITIES

#### January 2005

Meeting with RFA County partners working group.

#### February 2005

 OCED meets with Neighborhood Revitalization Strategy Areas (NRSA) Community Advisory Committees and Commission District community meetings regarding performance of currently funded neighborhood activities and priorities/needs for FY 2006.

#### March 2005

- OCED meets with Neighborhood Revitalization Strategy Areas (NRSA) Community Advisory
  Committees and Commission District community meetings regarding performance of currently
  funded neighborhood activities and priorities/needs for FY 2006.
- Currently funded agencies give presentations at neighborhood meetings

#### April 2005

- Meeting with LISC, several Housing CDCs and the City of Miami.
- OCED meets with Neighborhood Revitalization Strategy Areas (NRSA) Community Advisory Committees and Commission District community meetings regarding performance of currently funded neighborhood activities and priorities/needs for FY 2006.
- OCED meets with County Departments regarding performance of currently funded neighborhood activities and priorities/needs for FY 2006.
- Consult with CDCs and CBOs on currently funded neighborhood priorities and needs for FY 2005. Consult with the Task Force on Urban Economic Revitalization (URTF), Affordable Housing Advisory Board (AHAB), and the Overall Tenant Advisory Council (OTAC).).
- Consult with participating municipalities to update neighborhood priorities and needs for FY 2006.
- Consult with Office of Americans With Disability Act (ADA) Coordination and Commission on Disabilities
- Monitoring of Action Plan activities begins and continues throughout the year.
- Currently funded agencies give presentations at neighborhood meetings

#### May-June 2005

- First public hearing by BCC Community Empowerment and Economic Revitalization Committee (CEERC) on FY 2006 Policies and RFA process application and Resolution
- Applications submitted in July or August.
- Distribute appropriate sections of RFA and attachments to OCED, MDHA, P&Z, and Homeless Trust for updating and revisions.
- Meeting with RFA County partners working groups.
- Evaluation of applications begins and OCED completes eligibility determinations.
- OCED provides RFA technical assistance workshop for agencies, groups and individuals.
- Applicants give RFA presentations to citizens at district public meetings.
- · Consultations with Applicants by OCED staff.
- Currently funded agencies give presentations at neighborhood meetings

#### **July 2005**

• FY 05 RFQ for CDBG, HOME, SHIP, ESG and SURTAX advertised. RFQs will be available in June or July.



Applicants give presentations to citizens at district public meetings.

#### August 2005

- Evaluation of applications.
- Initial FY2005 Plan funding recommendations published in September 2005 and 30-day comment period begins.
- First draft of Action Plan, along with accompanying recommendations, is forwarded to OSBM for review, upon approval by County Manager's Office.

#### September-October 2005

- OCED, County Manager's Office and the Budget Office discuss funding recommendations.
- First draft of Action Plan, along with accompanying recommendations, is forwarded to Budget Office for review, upon approval by County Manager's Office.
- Funding recommendations are completed and forwarded to County Manager for approval and transmittal to Board for second public hearing.
- Neighborhood agencies included in Plan are advised of funding recommendations.
- Review of funding recommendations by: the Task Force on Urban Economic Revitalization; and the Affordable Housing Advisory Board.
- BCC approves funding recommendations following a thirty-day Public Comment period for affected citizens to review the proposed Action Plan.

#### November-December 2005

- FY 2006 Action Plan is sent to U.S. HUD (by November 15, 2005).
- FY 2006 Action Plan is presented to citizens at public meetings.
- FY 2006 contracts are completed (by December 31, 2005).

January 2006 funds are released and new FY 2006 program year begins.

## ATTACHMENT A CITIZEN PARTICIPATION PLAN

(Existing and proposed Citizen Participation Plans are attached. Once approved the proposed Plan will replace the existing Citizen Participation Guidelines)



# DADE COUNTY CITIZEN PARTICIPATION PLAN FOR THE CONSOLIDATED PLANNING PROCESS

Metro-Dade Office of Community and Economic Development 140 West Flagler Street, Suite 1000 Miami, Florida 33130-1561 (305) 375-3431

Amended, May, 1996

#### DADE COUNTY CITIZEN PARTICIPATION PLAN FOR THE CONSOLIDATED PLANNING PROCESS

#### INTRODUCTION

The U.S. Department of Housing and Urban Development (U.S. HUD), through Section 24 of the Category of Federal Registers (CFR) Parts 91, et al., requires that Metro-Dade County's Office of Community and Economic Development (OCED) submit a Consolidated Plan in order to receive funding under various grant programs. Dade County's Consolidated Plan includes four U.S. HUD Community Planning and Development (CPD) formula programs:

Community Development Block Grant (CDBG)

HOME Investment Partnerships (HOME)

• Emergency Shelter Grants (ESG)

Housing Opportunities for People With Aids (HOPWA)

#### ENCOURAGEMENT OF CITIZEN PARTICIPATION

U.S. HUD requirements are designed especially to encourage participation by very-low- and low-income persons, particularly those living in slum and blighted areas and in areas where CDBG funds are proposed to be used. Metro-Dade will take whatever actions are appropriate to encourage the participation of all its citizens, including minorities and non-English speaking persons, as well as persons with mobility, visual or hearing impairments.

In the preparation of its Consolidated Plan, any substantial amendments to the Consolidated Plan and the performance report, the Metro-Dade Office of Community and Economic Development will continue its neighborhood-based citizen participation process which provides for regular meetings with local Neighborhood Advisory Committees. In addition, OCED will participate in area-wide Commission District meetings to solicit additional citizen input from areas which do not have established Neighborhood Advisory Committees. OCED will coordinate its activities with Dade County's Office of Americans with Disabilities Coordination to extend its outreach efforts to include persons with mobility, visual or hearing impairments. For public hearings, sign language interpreters will be available upon request and translators will be available for non-English speaking persons.

The Metro-Dade Office of Community and Economic Development will meet with the Overall Tenant Advisory Committee of Dade County HUD to encourage, in conjunction with consultation with public housing authorities, the participation of residents of public and assisted housing developments, in the process of developing and implementing the Consolidated Plan. Other low-income residents of targeted revitalization areas in which the developments are located will be encouraged to participate in regular meetings with local Neighborhood Advisory Committees. OCED will provide information to the county housing agency about housing and community development plan activities related to its developments and surrounding communities so that the housing agency can make this information available at the annual public hearing aired under the Comprehensive Grant Program.

#### DEVELOPMENT OF THE CONSOLIDATED PLAN

Before Metro-Dade County adopts a Consolidated Plan, the Metro-Dade Office of Community and Economic Development will make available to citizens, public agencies and other interested parties information that includes:

1. The amount of assistance the jurisdiction expects to receive (including grant funds and program income).

2. The estimated amount that will benefit persons of low- and moderate-income, and

3. The range of activities that may be undertaken

This information will be part of the public notice, which will be advertised, to announce the Public Hearing to adopt the Consolidated Plan. This information will also be part of the package of information provided to persons or groups applying for funding through grant programs supporting the Consolidated Plan.

#### PLAN TO MINIMIZE DISPLACEMENT

As a matter of policy, the County will take measures to avoid displacement of families and individuals while carrying out activities under the Consolidated Plan. This includes acquiring vacant buildings and land; rather than occupied buildings and land. However, where there seems to be no alternative, the following steps will be taken to assist families and individuals who are displaced:

- 1. Tenants and homeowners will receive those benefits provided for under the Relocation and Real Property Acquisition Act of 1970, as amended. In addition, Metro-Dade has adopted a policy which will provide a supplemental payment to those persons who require additional financial support to make replacement dwelling affordable.
- 2. Relocation referrals are provided to persons being displaced. Various methods are utilized by the relocation staff to identify relocation sources. These include:
  - a. Referrals from Realtors or large rental agencies.
  - b. Response from owners/agents to advertisements published in English and Spanish and other non-English newspapers seeking rental and sales units.
  - c. Signs displayed by owners/agents in various neighborhoods noted by relocation advisors and/or housing inspectors who report this information to the relocation office.
  - d. Word of mouth referrals from persons with whom the relocation office has dealt in the past
  - e. Advertisements in English and Spanish and other non-English newspapers placed by owners/agents offering units for rent and/or sale.
- 3. When possible, and if requested, provisions are made to allow displaces to locate in the neighborhood from which they were displaced.
- 4. Tenants and homeowners are advised of their rights and responsibilities.

#### PUBLIC HEARINGS

There will be two Public Hearings to obtain citizens views and to respond to proposals and questions. Both hearings will be held before the Meno-Dade Board of County Commissioners or a committee of the Board. These hearings will address housing and community development needs, development of proposed activities and review of program performance. The hearings will be held in a public facility that is resilv accessible to the public including persons with disabilities. The place, date and time of these hearings will be determined by the County Manager in consultation with the chairperson of the Board of County Commissioners or the chairperson of the Board of County Commissioners or the chairperson of the Board's Housing and Community and Economic Development Committee.

The first Public Hearing will be held during the development of the Consolidated Plan. To guide the process of soliciting proposals for funding a policy paper will be presented to the Board of County Commissioners or a committee of the Board. The views of citizens on housing and community development needs, including priority non-housing community development needs, will be considered at this time.

The second Public Hearing will be held to adopt the final Consolidated Plan. The Board of Country Commissioners of a committee of the Board will review program performance, including the performance of ongoing activities, in their consideration of adopting the annual action plan. During the public hearing, the board will consider the comments or views of citizens received orally; or in writing, in preparing to adopt the final consolidated plan.

A Public Notice summarizing the action to be taken at each public hearing will be placed in a newspaper or general circulation, and newspapers representing significant minorities and non-English speaking persons, at least 15 days prior to the hearing.

At the time of submission of the Consolidated Plan to the County Commission agenda coordinator, a public announcement summarizing the Consolidated Plan and the availability of copies will be placed in a newspaper of general circulation, and newspapers representing significant minorities and non-English speaking persons. Copies of the Consolidated Plan will be distributed to regional public libraries, the Overall Tenant Advisory Committee, the Office of Americans With Disabilities Coordination, the Homeless Trust and through the Metro-Dade Community Action Agency neighborhood network. Copies of the Plan will be available at the Office of Community and Economic Development during regular business hours. This public notice will allow for a 30 day comment period for citizens to respond to the proposed plan before it is adopted by the Board of County Commissioners. A summary of the comments or views, and a summary of any comments or views not accepted and the reasons therefore, shall be attached to the final consolidated plan.

CRITERIA FOR SUBSTANTIAL AMENDMENTS TO THE CONSOLIDATED PLAN

A substantial change in a planned or actual activity will require an amendment to the plan. A substantial change is any change in purpose, scope, funding amount, location and/or beneficiaries of an activity which actually and/or materially affects one or more of the preceding in the manner ated below:

- 1. An activity assumes a new purpose,
- 2. The scope of activity is increased by 100% or more.
- 3. The minimum change in the cost of an activity is \$100,000 or more, or
- 4. An activity's services are redirected outside of the previously agreed upon target area.

Amendments which affect established target areas will be submitted to the respective Neighborhood Advisory Committees for their review and comment during their next regularly-scheduled meeting to be held before the amendments are considered by the Board of County Commissioners.

At the time of submission of Substantial Amendments to the Consolidated Plan to the County Commission agenda coordinator, a public announcement summarizing the amendments will be placed in a newspaper of general circulation, and newspapers representing significant minorities and non-English speaking persons. Copies of the amendments will be available at the Office of Community and Economic Development during regular business hours.

This public notice will allow for a 30-day comment period for citizens to respond to the proposed amendments before they are adopted by the Board of County Commissioners in a Public Hearing. A summary of the comments or views, and a summary of any comments or views not accepted and the reasons therefor, shall be attached to the final amendments.

#### PERFORMANCE REPORTS

Before the annual grantee performance report is submitted to U.S. HUD, a public notice announcing the availability of the report will be placed in a newspaper of general circulation, and newspapers representing significant minorities and non-English speaking persons. Copies of the report will be available at the Office of Community and Economic Development during regular business hours. The notice will allow for a 15-day period during which OCED will receive comments on the performance report before its submission. The Metro-Dade Office of Community and Economic Development will consider any comments or views of citizens received in writing, or orally at public hearings in preparing the performance report. A summary of these comments or views will be attached to the performance report.

#### **MEETINGS**

Metro-Dade County has an adopted Community and Economic Development Citizen Participation Plan. That plan establishes a formal structure through which residents may participate in the pisming, implementation and evaluation of the program in an advisory role. Residents are given the opportunity to help identify community conditions and determine community needs, help develop corrective strategies and monitor their progress and effectiveness. To foster the most effective citizen participation process possible, Metro-Dade will make reasonable efforts to ensure continuity of individuals' involvement by encouraging continuous participation throughout all stages of the program, from initial planning through assessment of performance.

Public meetings will be held in each of the target areas on a regular basis to provide residents the opportunity for continuous input into all phases of the process. The meetings will be for the general purpose of providing residents with information, soliciting their views and providing them with an opportunity to comment on Metro-Dade's community development needs and performance.

#### ACCESS TO RECORDS

All information and record relating to the development of the Consolidated Plan, and Metro-Dadels use of assistance under related programs, will be on file at the Office of Community and Economic Development, 140 West Flagler Street, Suite 1000, Miarni, Florida. The office is open from 8:00 a.m. until 5:00 p.m., Monday through Friday. It is closed on holidays. The public has access to these records for the current year and four years after the performance report is submitted to U.S. HUD.

#### TECHNICAL ASSISTANCE

Technical assistance will be provided to groups representing low- and moderate-income persons. Upon request, individuals and groups, including persons with disabilities or other special needs, will be assisted in the completion of applications or proposals for funding assistance under any of the programs covered by the Consolidated Plan, as well as the preparation of a budget for any proposed activity.

#### COMPLAINTS

Complaints from citizens received in writing or orally at public hearings, in the development of the final consolidated plan, amendments to the plan, or the performance report, will be summarized and attached to the final consolidated plan, amendment of the plan, or performance report. A summary of comments or views not accepted and the reason thereof will also be attached. Citizens with written complaints will receive a response in writing within fifteen days of receipt of the complaint.

## **DRAFT**



# CITIZEN PARTICIPATION PLAN FOR THE CONSOLIDATED PLANNING PROCESS & CITIZEN PARTICIPATION GUIDELINES

For

# OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT & COMMUNITY ACTION AGENCY

"Delivering Excellence Every Day"

Last Revised: June 18, 2005

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On behalf of the tri-partnership between the Office of Community and Economic Development

(OCED), Miami-Dade Community Action Agency (CAA) and the Community Advisory

Committees (CAC), we are pleased to submit to the Board of County Commissioners a revised

Citizen Participation Plan & Guidelines. This plan updates the previous document, which was

last revised October 2001.

The update is designed to enhance this process in light of the changes in technology and current

trends in neighborhood and economic development, new County programs and overall County,

State and Federal policy shifts affecting Miami-Dade County.

Citizen Participation is essential to our organizational missions. The Citizen Participation

process affords opportunities for local residents to involve themselves in the planning and

development of activities that affects their lives and their communities. The Citizen Advisory

Committees provide a format for communication between citizens and decision-making entities

in over twenty (20) community target areas throughout Miami-Dade County.

OCED and CAA are delighted to be a part of the citizen participation process and look forward

to continuing the efforts of empowering Miami-Dade County's residents and neighborhoods

through citizen participation and advocacy.

As a part of the democratic process, we encourage citizens to participate and make their voices

heard!

Sincerely,

Bryan K. Finnie, Executive Director Miami-Dade County Office of Community and

Economic Development

Ophelia E. Brown-Lawson, Executive Director Miami-Dade County

Community Action Agency

#### **PART I:**

## MIAMI-DADE COUNTY CITIZEN PARTICIPATION PLAN FOR THE CONSOLIDATED PLANNING PROCESS

#### OVERVIEW OF THE OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT

The Office of Community and Economic Development (OCED) administers Federal and State funding that supports the development of viable urban neighborhoods in Miami-Dade County. Such support is characterized as decent housing, expansion of economic opportunities, public service, capital improvements and the preservation of historic properties. The main sources of funding utilized to meet these needs are the Community Development Block Grant (CDBG), HOME Investment Partnership (HOME) and Emergency Shelter Grant (ESG). These programs are established to help low- and moderate-income persons, particularly those living in slum and blighted areas. The U.S. Department of Housing and Urban Development (HUD) regulates and governs the CDBG, HOME and ESG programs. The regulations specify that an entitlement area must adopt a citizen participation plan, which establishes policies and procedures for citizen participation.

#### APPLICABILITY AND ADOPTION OF THE CITIZEN PARTICIPATON PLAN

The US Department of Housing and Urban Development (US HUD) through Section 24 of the Category of Federal Register (CFR) Parts 91, et al, requires that Miami-Dade County's Office of Community and Economic Development (OCED) submit a Consolidated Plan in order to receive funding under various grant programs. Miami-Dade County's Consolidated Plan includes three US HUD Community Planning and Development (CPD) formula programs:

- Community Development Block Grant (CDBG)
- HOME Investment Partnerships (HOME)
- Emergency Shelter Grants (ESG)

Additionally, Miami-Dade County is required to adopt a Citizen Participation Plan that sets forth the jurisdiction's policies and procedures for citizen participation. Those citizen participation policies and procedures are listed as follows:

#### **ENCOURAGEMENT OF CITIZEN PARTICIPATION**

- Citizens will have the opportunity to participate in the development of the consolidated plan, any substantial amendments to the consolidated plan, and the consolidated annual performance evaluation report.
- The main focus of Miami-Dade Office of Community and Economic Development Citizen Participation Plan is to encourage all citizens to participate in each of the above-defined activities. The Citizen Participation Plan is designed especially to



encourage participation by low-and moderate-income persons, particularly those living in slum and blighted areas and in areas where CDBG funds are proposed to be used and by residents of predominantly low- and moderate-income neighborhoods, as defined by the jurisdiction. Overall, OCED makes every effort to encourage the participation of all its citizens, including minorities and non-English speaking persons, as well as persons with disabilities.

Additionally, OCED pledges to work with public housing authorities in order to encourage the participation of residents of public and assisted housing developments, in the process of developing and implementing the consolidated plan, along with other low- income residents of neighborhood revitalization strategy areas and eligible block groups in which the developments are located.

#### **Neighborhood Revitalization Strategy Areas**

OCED has recognized ten Neighborhood Revitalization Strategy Areas (NRSA) throughout Miami-Dade County. Each existing NRSA has an elected advisory body of area stakeholders who facilitate monthly meetings, review policies and procedures, set priority needs and allocate a percentage of CDBG funds to meet selected community needs during the annual grant cycle process. This forum allows for multiple venues to hear citizen comments on the developments of as well as the final drafts of the citizen participation plan, the consolidated plan, annual policy papers, the annual action plan and the Consolidated Annual Performance Evaluation Report (CAPER).

Although citizen participation is conducted in an advisory manner, OCED works to thoroughly consider all public comments prior to implementing a new or substantially revised consolidated plan. OCED's citizen participation philosophy is simply that the community's involvement is essential to the development and implementation of OCED programs.

#### DEVELOPMENT OF THE CONSOLIDATED PLAN

Before Miami-Dade County adopts a Consolidated Plan, the Miami-Dade Office of Community and Economic Development will make available to citizens, public agencies and other interested parties information that includes:

#### **Policies Considered**

- The amount of grant funds and/or program income the jurisdiction expects to receive and proportionally how those funds will benefit persons of low-tomoderate income.
- The range of activities that may be undertaken including; NRSA strategies and Neighborhood Plans as developed through an OCED funded Charrette process

- As a matter of policy, the County will take measures to avoid displacement of families and individuals while carrying out activities under the Consolidated Plan. This includes acquiring vacant buildings and land rather than occupied buildings and land. However, where there seems to be no alternative, the following steps will be taken to assist families and individuals who are displaced:
  - Tenants and homeowners will receive those benefits provided for under the Relocation and Real Property Acquisition Act of 1970, as amended.
  - Relocation referrals are provided to persons being displaced. Various methods are utilized by the relocation staff to identify relocation sources. Those include:
    - Referrals form Realtors or large rental agencies.
    - Response from owners/agents to advertisements, published in English and Spanish.
    - Signs displayed by owners/agents in various neighborhoods noted by relocation advisors and/or housing inspectors who report this information to the relocation office.
    - Word of mouth referrals from persons with whom the relocation office has dealt in the past.
    - Advertisements in English and Spanish and other non-English newspapers placed by owners/agents offering units for rent and/or sale.
  - When possible and if requested, provisions are made to allow displaces to locate in the neighborhood from which they were displaced.
  - Tenants and homeowners are advised of their rights and responsibilities.

#### **Publishing the proposed Consolidated Plan**

This information will be part of the public notice, which will be advertised, to announce the Public Hearing to adopt the Consolidated Plan. This information will also be part of the package of information provided to persons or groups applying for funding through grant programs supporting the Consolidated Plan.

#### **Public Hearings**

There will be two Public Hearings to obtain citizens views and to respond to proposals and questions. Both hearings will be held before the Miami-Dade Board of County Commissioners (BCC) or a committee of the Board. These hearing will address housing and community development needs, development of proposed activities and review of program performance. The hearings will be held in a public facility that is easily accessible to the public including persons with disabilities. The place, date and time of these hearings will be determined by the County Manager in consultation with the

Chairperson of the Board of County Commissioners or the Chairperson of the Board's committee on Community Empowerment and Economic Revitalization or applicable committee as determined by the BCC Chairperson.

The first public hearing will be held during the development of the Consolidated Plan. To guide the process of soliciting proposals for funding, a policy paper will be presented to the Board of County Commissioners or a committee of the Board. The views of citizens on housing and community development needs, including priority non-housing community development needs will be considered.

The second public hearing will be held to adopt the final Consolidated Plan. The Board of County Commissioners or a Committee of the Board will review program performance, including the performance of ongoing activities, in their consideration of adopting the annual action plan. During the public hearing, the board will consider the comments or views of citizens received orally, or in writing, in preparing to adopt the final consolidated plan.

A public notice summarizing the action to be taken at each public hearing will be placed in a newspaper of general circulation, and newspapers representing significant minorities and non-English speaking persons, at least 15-days prior to the hearing.

At the time of submission of the Consolidated Plan to the County Commission agenda coordinator, a public announcement summarizing the Consolidated Plan and the availability of copies will be placed in a newspaper of general circulation, and newspapers representing significant minorities and non-English speaking persons. Copies of the Consolidated Plan will be distributed to regional public libraries, the Office of American's with Disabilities Coordination, the Homeless Trust and through the Miami-Dade Community Action Agency neighborhood network. Copies of the Plan will be available at the Office of Community and Economic Development during regular business hours. This public notice will allow for a 15-day or 30-day comment period as per U.S. HUD regulations for citizens to respond to the proposed plan before it is adopted by the Board of County Commissioners. A public hearing may be held at any time during the public comment period. A summary of the comments or views, and a summary of any comments or views not accepted and the reasons therefore, shall be attached to the final consolidated plan.

#### CRITERIA FOR SUBSTANTIAL AMENDMENTS TO THE CONSOLIDATED PLAN

A substantial change in a planned or actual activity will require an amendment to the plan. A substantial change is any change in purpose, scope, funding amount, location and/or beneficiaries of an activity, which actually and/or materially affects one or more of the preceding in the manner stated below:

- An activity assumes a new purpose.
- The scope of activity is increased by 100% or more.
- The minimum change in the cost of an activity is \$250,000 or more, or



 An activity's services are redirected outside of the previously agreed upon strategy areas.

Amendments, which affect established target areas will be submitted to the respective Neighborhood Advisory Committees for their review and comment during their next regularly scheduled meeting in order to provide citizens with a reasonable opportunity to comment on any substantial amendments to the Plan.

At the time of submission of Substantial Amendments to the Consolidated Plan to the County Commission agenda coordinator, a public announcement summarizing the amendments will be placed in a newspaper of general circulation, and newspapers representing significant minorities and non-English speaking persons. Copies of the amendments will be available at the Office of Community and Economic Development during regular business hours.

This public notice will allow for a 15-day or 30-day comment period for citizens to respond to the proposed amendments as per U.S. HUD regulations before they are adopted by the Board of County Commissioners in a public hearing. A public hearing may be held at any time during the public comment period. A summary of the comments or views, and a summary of any comments or views not accepted and the reasons therefore, shall be attached to the final consolidated plan.

#### PERFORMANCE REPORTS

Before the annual grantee performance report is submitted to US HUD, a public notice announcing the availability of the report will be placed in a newspaper of general circulation, and newspapers representing significant minorities and non-English speaking persons. Copies of the report will be available at the Office of Community and Economic Development during regular business hours. The notice will allow for a 15-day period during which OCED will receive comments on the performance report before its submission. The Miami-Dade Office of Community and Economic Development will consider any comments or views of citizens received in writing or orally at public hearings in preparing the performance report. A summary of these comments or views will be attached to the performance report.

#### **MEETINGS**

Miami-Dade County has an adopted Community and Economic Development Citizen Participation Plan. That plan establishes a formal structure through which residents may participate in the planning, implementation and evaluation of the program in an advisory role. Residents are given the opportunity to help identify community conditions and determine community needs, help develop corrective strategies and monitor their progress and effectiveness. To foster the most effective citizen participation process possible, Miami-Dade will make reasonable efforts to ensure continuity of individuals' involvement by encouraging continuous participation throughout all stages of the program, from initial planning through assessment of performance.

Public meetings will be held in each of the NRSAs on a regular basis to provide residents the opportunity for continuous input into all phases of the process. The meetings will be for the general purpose of providing residents with information, soliciting their views and providing them with an opportunity to comment on Miami-Dade's community development needs and performance.

#### ACCESS TO RECORDS

All information and records relating to the development of the Consolidated Plan and Miami-Dade use of assistance under related programs will be on file at the Office of Community and Economic Development, 140 West Flagler Street, Suite 1000, Miami, FL. The office is open from 8:00 a.m. until 5:00 p.m., Monday through Friday. It is closed on holidays. The public has access to these records for the current year and four years after the performance report is submitted to US HUD.

#### **TECHNICAL ASSISTANCE**

Technical Assistance will be provided to groups representing low-and-moderate income persons. Upon request, individuals and groups, including persons with disabilities or other special needs will be assisted in the completion of applications or proposals for funding assistance under any of the programs covered by the Consolidated Plan, as well as the preparation of a budget for any proposed activity.

#### **COMPLAINTS**

Complaints from citizens received in writing or orally at public hearings, in the development of the final Consolidated Plan, amendments to the plan, or the performance report, will be summarized and attached to the final consolidated plan, amendment of the plan or performance report. A summary of comments or views not accepted and the reason thereof will also be attached. Citizens written complaints will receive a response in writing within 15-days of receipt of the complaint.

#### PART II:

#### COMMUNITY ACTION AGENCY CITIZEN PARTICIPATION PLAN

#### **OVERVIEW OF COMMUNITY ACTION AGENCIES**

Community Action Agencies (CAAs) are private non-profit or public organizations that were created by the federal government in 1964 to combat poverty in geographically designated areas. Status as a CAA is the result of an explicit designation by local or state government. A CAA has a tripartite board structure that is designed to promote the participation of the entire community in the reduction or elimination of poverty. Community Action Agencies seek to involve the community, including elected public officials, private sector representatives and especially low-income residents in assessing local needs and attacking the causes and conditions of poverty.

#### **PURPOSE AND MISSION**

The core funding for CAAs comes from the Community Services Block Grant (CSBG), which was created in 1981 by the Omnibus Budget Reconciliation Act.

The purpose of the CSBG Act as amended by the Coats Human Services Act of 1998 is "to provide assistance to States and local communities, working through a network of CAAs and other neighborhood based organizations, for the reduction of poverty, the revitalization of low-income communities and the empowerment of low-income families and individuals in rural and urban areas to become fully self-sufficient".

A CAA carries out its mission through a variety of means including: (a) community-wide assessments of needs and strengths, (b) comprehensive anti-poverty plans and strategies, (c) provision of a broad range of direct services, (d) mobilization of financial and non-financial resources, (e) advocacy on behalf of low-income people and (f) partnerships with other community-based organizations to eliminate poverty. A CAA involves the low-income population it serves in the planning, administering and evaluation of its programs.

Six national goals were developed by the U.S. Department of Health and Human Services in 1994 for community action. Those goals are:

- Goal 1 Low-income people become more self-sufficient.
- Goal 2 The conditions in which low-income people live are improved.
- Goal 3 Low-income people own a stake in their community.
- Goal 4 Partnerships among supporters and providers of services to low - income people are achieved.
- Goal 5 Agencies increase their capacity to achieve results.
- Goal 6 Low-income people, especially vulnerable populations, achieve potential by strengthening family and other supportive systems.



#### MIAMI-DADE COMMUNITY ACTION AGENCY STRATEGY & APPROACH

The CSBG requires the formation and maintenance of a tripartite board, for a private, nonprofit CAA, as the critical structure to assure decision-making and participation by low-income individuals in the development, planning, implementation and evaluation of programs funded under the Block Grant. The board must be constituted such that:

- One-third of the members of the board are elected public officials, holding office on the date of selection, or their representatives;
- Not fewer than one-third of the members are persons chosen in accordance with Democratic selection procedures adequate to assure that these members are representatives of low-income individuals and families in the neighborhood served; and
- The remainder of the members are officials or members of business, industry, labor, religious, law enforcement, education or other major groups and interests in the community served.

While the State has the option to come up with a different mechanism for public CAAs, such as CAA, it has opted to utilize the requirements cited above as the framework for public CAAs as well.

CAA, in its desire to fully engage the community, employs a two-tiered approach to the engagement of the community. The Community Action Board (CAB), as the representative of the Board of County Commissioners, is duly responsible to ensure the involvement of all three sectors in advocacy, resource mobilization and service delivery to impact the incidence of poverty in Miami-Dade County. Recognizing the magnitude of the geography of the Miami-Dade County, the formation of community advisory committees in targeted communities provides CAA with an enhanced opportunity to maximize representation of the low-income, to reduce isolation of those communities and to present a unified voice to address community attitudes and practices toward the poor and to impact the allocation of public and private resources for the reduction or elimination of poverty.

These Community Advisory Committees consist of two structures. The CAA Community Advisory Committees focus on social concerns impacting their neighborhoods. In communities where CAA and OCED share the same boundaries, the CAA/OCED Community Advisory Committees, in addition to social concerns, focus on issues related to the community and economic development of their neighborhoods.

#### STRUCTURE AND SCOPE

Through the formation of citizen organizations, residents are empowered to effectively speak directly on behalf of their interests and views within their immediate areas and within the broader community while working together to reach solutions to problems. Central to the plan is the establishment of two citizen participation structures on the neighborhood level and on a countywide level. To better maximize the use of local resources, the Community Advisory Committees must develop and nurture positive



relationships with private and public sector entities to improve the quality of life in low-income neighborhoods. The neighborhood structure exists in the form of Community Advisory Committees. The countywide structure exists in the form of a Community Action Board. The Community Action Board By-Laws Article 16 mandates that:

- There shall be a Community Advisory Committee in each of the identified target areas as established by Citizen Participation Guidelines of the Agency and adopted by the County Commission.
- Each Community Advisory Committee shall serve in an advisory capacity to the Board and shall have the opportunity to recommend, plan and conduct neighborhood projects.
- Each Community Advisory Committee may establish subcommittees deemed necessary to carry out the neighborhood projects.
- Guidelines for community advisory committees, established by the Agency and adopted by the Board of County Commissioners, shall govern the Community Advisory Committees.

#### LEADERSHIP DEVELOPMENT

Critical to the Community Action Agency philosophy is the need for residents of low-income communities to become their own advocates and to play a central role in public policy initiatives and programs that have a direct impact on their environment. The CAA's objective is to reduce the isolation of the poor and to improve communication between them and the policy-makers. The ultimate objective is not to speak for the people, but rather to enable them to speak for themselves. To better equip the Advisory Committees in fulfilling their advocacy mission and making sound decisions, CAA must provide their members with capacity building and leadership development training to support their building of better communities.



#### PART III:

#### COMMUNITY ADVISORY COMMITTEE GUIDELINES

#### NAME

Each Community Advisory Committee (CAC) will be identified by the name of its Target Area or Neighborhood Revitalization Service Area (NRSA). The committee will represent the Target Area or NRSA whose boundaries are recognized by the Board of County Commissioners or its Designee.

#### **MEMBERSHIP**

The Community Advisory Committee will consist of residents and area stakeholders. Stakeholders are those individuals who may be impacted by the outcome of the initiatives that will be developed in the Target Area/NRSA. Stakeholders are defined as residents, property owners, business owners or persons employed in the Target Area/NRSA.

#### A. COMMUNITY ADVISORY COMMITTEE COMPOSITION

- In order to serve as a member of the CAC, you must be at least eighteen (18) years of age. CAA and CAA/OCED young adult representatives must be at least sixteen (16) years of age.
- The Office of Community and Economic Development (OCED), the CAA/OCED and the Community Action Agency (CAA) Advisory Committees will consist of thirteen (13) members. Members must be residents, property owners, business owners, or employed in the Target Area/NRSA.
- The OCED Advisory Committees will consist of four (4) Officers and nine
   (9) Members.
- The CAA/OCED Advisory Committees will consist of six (6) Officers and seven (7) Members.
- The CAA Advisory Committees will consist of five (5) Officers and eight (8) Members. Of the eight members, each CAA Advisory Committee may have 2 non-resident, non-stakeholder members.
- Miami-Dade County staffs employed by OCED or CAA are ineligible to be Advisory Committee members. They may, however, participate in discussions at meetings of the Committee. Any person who works for an agency that receives funds from OCED/CAA may serve as a member of the Advisory Committee but must adhere to rules of conflict of interest.



• Miami-Dade County staff employed by other Miami-Dade County departments may serve as Committee members provided they reside within the target area, however they are not eligible if they only work, own property, or operate a business in the neighborhood.

#### B. TYPES OF MEMBERSHIP

There are two types of membership in the Community Advisory Committee, Member and Officer.

#### **MEMBERS**

A Member of the Advisory Committee must be a stakeholder in the Target Area/NRSA.

The committee may consider using one (1) parent of a child currently enrolled in Head Start/Early Head Start who will represent Head Start and one (1) young adult representative (age 16-25). However, this is not a requirement.

#### **VACANCIES**

A vacancy on the Committee will be determined to exist under the following conditions:

- Absence from three consecutive meetings without proper notification.
- Recall or removal in accordance with the Citizen Participation Guidelines.
- Upon resignation.

When for any reason, a vacancy occurs on the Committee, the CAC will nominate and elect a new member by secret ballot at a regularly scheduled meeting.

#### **OFFICERS**

The elected Members will select from among themselves, the Officers of the Community Advisory Committee. Officers of the Advisory Committee will include:

Chairperson - The Chairperson will preside at all Committee meetings. They will provide subcommittees the opportunity to form and present their recommendations to the membership for action, will reflect action approved by the full membership rather than action of individual members and will assist the staff in the preparation of agendas;

- Vice-Chairperson The Vice-Chairperson will, in the absence of the Chairperson, become Acting Chairperson of the committee with all the rights, privileges, and powers afforded to the Chairperson. In the case of a lack of attendance, resignation, recall or death of the Chairperson, the Vice-Chairperson will automatically become the Chairperson.
- Secretary The Secretary will be responsible for drafting Committee correspondence and recording all minutes and other records of the Committee. In the absence of the Chairperson and Vice-Chairperson, the Secretary will temporarily assume the duties of Chairperson. In the case of a lack of attendance, resignation, recall or death of the Vice-Chairperson, the Secretary will automatically become the Vice-Chairperson. In the case of a lack of attendance, resignation, recall or death of the Secretary, the Committee will nominate and elect a new Secretary by secret ballot at a regularly scheduled meeting.
- Parliamentarian (OCED and OCED/CAA only) The Parliamentarian's responsibility is to ensure that the meeting is conducted in a respectful manner and in accordance with Robert's Rules of Order Revised. In the case of a lack of attendance, resignation, recall or death of the Parliamentarian, the Committee will nominate and elect a new Parliamentarian by secret ballot at a regularly scheduled meeting
- The Committee's representative to the Community Action Board will serve as a liaison between the Advisory Committee and the Board. They will be responsible for attending all Board Meetings, reporting to the Committee all Board actions that might affect and/or be beneficial to their target area, bringing to the Board concerns and recommendations from the Community Advisory Committee, and assuming an advocacy position on behalf of their target area in Board decisions. The Community Action Board Representative must reside in the target area that they represent. In case of a lack of attendance at Community Advisory Committee and/or Community Advisory Board meetings, resignation, recall or death of the Community Action Board Representative, the Committee will nominate and elect a new Community Action Board Representative by secret ballot at a regularly scheduled meeting.

#### C. GENERAL RESPONSIBILITIES OF MEMBERS AND OFFICERS

Members and Officers are expected to:

- Support the missions of the Community Action Agency and the Office of Community and Economic Development;
- Solicit input from the community at large;
- Attend meetings regularly; and
- Solely represent the views of the majority of the residents of the area.

#### D. TERM OF OFFICE

Members and Officers of the Community Advisory Committee will be elected for two (2) year terms.

#### E. **ELIGIBILITY FOR MEMBER AND OFFICER**

All candidates for membership must submit documentation supporting their qualifications to serve on the Community Advisory Committee. Additionally, each candidate must have current documentation, which consists of a photo identification issued by a governmental agency as proof of identity. Depending on which eligibility category you are registering under, you will need to submit one of the following:

#### Resident

Residents who wish to serve as a Member or an Officer must submit proof of residency within the Target Area/NRSA. Proof of residency may include:

- A current utility bill with the candidate's name at an address within the Target Area/NRSA;
- Deeds, mortgages or homestead exemption documentation with the candidate's name and an address within the Target Area/NRSA; or
- Official correspondence from a governmental agency indicating the candidate's name and an address within the Target Area/NRSA.

#### Property Ownership

Property owners who wish to serve as a Member must submit property records consisting of deeds, mortgages and/or mortgage payment documentation with the owners name and address showing ownership and proof that the property in question is located within the Target Area/NRSA.



#### Business Ownership

Business owners who wish to serve as a Member must submit documentation consisting of corporate records and evidence that the business is located within the Target Area/NRSA.

#### Employment in Target Area/NRSA

Employees in the Target Area/NRSA who wish to serve as a Member must submit a letter or documentation from the employer stating that the candidate's work location is within the boundaries of the Target Area/NRSA.

#### F. MEMBER AND OFFICER ELIGIBILITY QUALIFICATION AFFIDAVIT

All candidates for the Community Advisory Committee Member position are required to complete the Eligibility Qualification Affidavit (see attachment A) attesting that they have fulfilled the qualifying criteria and are eligible to serve as a Member. This Affidavit will also serve as temporary proof of eligibility for individuals wishing to seek membership on the Community Advisory Committee who are unable to provide the documentation cited above at the time of registration for candidacy. Completion of the Eligibility Qualification Affidavit will allow an individual to seek membership, pending validation of the information by Miami-Dade County staff. This Affidavit must be filed with the Executive Director of the Community Action Agency or their Designee. Staff will have a period of up to 30 days to review the information. If upon review the Committee or Miami-Dade County staff finds that the information attested to in the Eligibility Qualification Affidavit is false or unsubstantiated, this may result in immediate removal from the Member position on the Committee.



#### **PART IV:**

## RULES AND PROCEDURES GOVERNING THE VOTER REGISTRATION AND ELECTION PROCESS

#### A. **ELECTION ORIENTATION PUBLIC MEETING**

In order to familiarize residents and stakeholders with the election process, staff will conduct an Election Orientation Public Meeting within each Target Area/NRSA. It is a requirement that at these meetings a minimum of 15 of the respective Target Area/NRSA residents and/or stakeholders be present. In the event that the resident attendance requirement is not met, another Election Orientation Public Meeting shall be automatically scheduled. If, at the second Election Orientation Public Meeting, the resident attendance requirement has still not been met the presiding Community Advisory Committee will remain in office until the next election cycle.

Notification of the Election Orientation Public Meetings will be made 10 days in advance and will include the date, time, location and the purpose of the meetings. Public Notification regarding the Election Orientation Public Meetings will occur using various methods of communication (i.e. newspaper, flyer, radio and email) to ensure inclusion and facilitate maximum participation from the impacted neighborhood. At these meetings, staff will explain to the participants the voting registration, candidate qualifications and the election process for the Community Advisory Committees. The Election Guidelines and Procedures will be provided to individuals registering for candidacy during and after the Election Orientation Public Meeting. CAA Election Staff will also provide a schedule of office hours for the following activities:

- Registration for candidates and voters;
- Submission of poll watcher designation

#### **B. ELECTION DATE**

The date and location of the election will be set by Miami-Dade County staff at the Election Orientation Public Meeting and will be scheduled within a period of no earlier than ten (10) and no later than twenty (20) working days after the Election Orientation Public Meeting.

#### C. REGISTRATION FOR CANDIDACY

All candidates seeking a position as a Community Advisory Committee Member must meet eligibility criteria. Registration for all candidates and voters will begin



at the Election Orientation Public Meeting and will last for a period of five (5) working days. All candidates must be pre-registered to appear on the ballot and be considered for election. No write-in candidates will be accepted.

#### D. **CANDIDATE NOTIFICATION**

After the closing of the registration period, CAA Election Staff will:

- Notify candidates of their eligibility within five (5) working days following the close of the registration period.
- Upon request, provide a list of candidates who have (to date) registered to be placed on the ballot.

#### E. TARGET AREA/NRSA VOTERS

Participation in the Target Area/NRSA elections will allow community residents and stakeholders the opportunity to contribute to a process that provides input on projects and issues that affect the social and economic well being of their Target Area/NRSA. This section will inform residents and stakeholders on how to qualify and register to vote in their area elections.

#### **VOTER ELIGIBILITY**

Community Advisory Committee Members are elected by individuals who have been verified to be eligible voters in the Target Area/NRSA Community Advisory Committee election. Only those individuals who have been verified, and deemed qualified will be eligible to vote. Each voter in the Community Advisory Committee (CAC) elections must be at least 18 years of age and must be either a resident, property owner, business owner or employed in the Target Area/NRSA.

#### **VOTER QUALIFICATIONS**

In order to qualify as an eligible voter, a person will need to present a current photo identification issued by a government agency as proof of identity and one of the following:

#### Resident

Residents who wish to vote must submit proof of residency within the Target Area/NRSA. Proof of residency may include:

 A current utility bill with the candidate's name at an address within the Target Area/NRSA;

- Deeds, mortgages or homestead exemption documentation with the candidate's name and an address within the Target Area/NRSA; or
- Official correspondence from a governmental agency indicating the candidate's name and an address within the Target Area/NRSA.

#### Property Ownership

Property owners who wish to vote must submit property records consisting of deeds, mortgages and/or mortgage payment documentation with the owners name and address showing ownership and proof that the property in question is located within the Target Area/NRSA.

#### Business Ownership

Business owners who wish to vote must submit documentation consisting of corporate records and evidence that the business is located within the Target Area/NRSA.

#### Employment in Target Area/NRSA

Employees in the Target Area/NRSA who vote must submit a letter or documentation from the employer stating that the voter's work location is within the boundaries of the Target Area/NRSA.

#### **VOTER REGISTRATION**

Registration of voters will begin at the Election Orientation Public Meeting and will last for a period of five (5) working days. Voter registration must be done in person. During the voter registration period, those individuals wishing to vote in the Community Advisory Committee election must register with Miami-Dade County staff at the Target Area/NRSA office and complete a voter registration form (see attachment B).

Registration will not reopen on the day of election.

At the end of the voter registration period, the Community Action Agency staff will review the voter registration form and the supporting documents for accuracy. Staff will then do the following:

- Develop the roster of qualified voters;
- Compile the registration forms of all qualified voters; and
- Provide the qualified voters list to CAA election staff to use on Election Day.



#### F. ELECTION PROCEDURES

#### OCED Only

If there are more than thirteen (13) qualified candidates, an election will take place in 10 to 20 working days following the close of the voter and candidacy registration period. If there are thirteen (13) or less qualified candidates in the election, each candidate will be declared a winner without a formal election process. The CAA Election Staff will send the roster of the candidates to the Executive Director of the Community Action Agency or its designee for certification.

#### CAA and CAA/OCED Only

If there are more than eleven (11) qualified candidates, an election will take place in 10 to 20 working days following the close of the voter and candidacy registration period. If there are eleven (11) or less qualified candidates in the election, each candidate will be declared a winner without a formal election process. The CAA Election Staff will send the roster of the candidates to the Executive Director of the Community Action Agency or its designee for certification.

#### G. **ELECTION PROCESS**

This section will address the procedures and process by which the election will be carried out in each Target Area/NRSA. The Executive Director of the Miami-Dade Community Action Agency will appoint staff members of CAA to oversee the election process.

#### **POLLING HOURS**

Each polling place will be open on the day of election from 10a.m. - 7 p.m. Voters will only be permitted in the polling place at the time that they are casting their vote. Individuals in line to vote in the election at 7 p.m. will be allowed to vote.

#### **PROCEDURES BEFORE POLLS OPEN:**

#### Voting Booths

Two voting booths will be provided in each Target Area/NRSA polling place.

#### Certification of the Ballot Box

The ballot box will be inspected by staff and witnesses to insure that it is empty and sealed with a numbered seal. The seal number is recorded on the election certificate, which is then signed by the CAA Election Staff.

#### Qualified Voters List

CAA Election Staff must have a roster of qualified voters at the election table.

#### Ballots

CAA Election Staff must ensure that they have a sufficient quantity of ballots.

#### H. POLL WATCHERS

Each candidate requesting to have poll watchers will designate, in writing, poll watchers for the local polling place. A list of watchers must be submitted to the designated staff person at least twenty-four (24) hours prior to the day of the election. The schedules of each Target Area/NRSA office hours for poll watcher designation will be provided at the Election Orientation Public Meeting. There is a maximum of three (3) poll watchers per candidate. Each candidate may have only one poll watcher in the polling place at any one time during the election. If a candidate submits the names of more than one poll watcher for any polling place, the list must also contain the time periods in which each watcher is to be present in the polling place. Substitutions will not be permitted once the list is submitted.

- Each poll watcher must be a qualified and registered voter in the Target Area/NRSA in which the candidate is running for membership. No candidate shall be designated as a poll watcher. Poll watchers must adhere to the direction of CAA election staff.
- The purpose of a poll watcher is to observe the conduct of the election. If a poll watcher witnesses election irregularities or violations of the election that do not comply with these guidelines, they must inform staff. If the staff person is the one at fault, the poll watcher may call the office of the Executive Director of the Miami-Dade County Community Action Agency.
- Poll watchers are not to speak to or interfere in anyway with any poll worker or any voter, with the exception of when entering the polling place. The poll watcher must give their name and provide current photo identification, issued by a government agency, as proof of identity to staff. Such will be used to verify that they have been designated to serve as a poll watcher at that polling place.
- Poll watchers are not allowed in the registration and check-in areas at any time.

#### I. ELECTIONEERING

The following activities are not permitted within a polling place or the building in which it is located on the day of election:

- Distribution of any political or campaign material;
- Solicitation of any vote, opinion, or contribution for any purpose;
- Solicitation of a signature on any petition or;
- The sale of any item except in an established place of business;
- Campaign material or literature shall not be posted within a polling place or the building in which it is located;
- Candidates are not permitted within a polling place or the building in which it is located during the hours of voting on the day of any election except for the purpose of casting their vote. This provision does not apply to candidates whose regular place of employment is within the confines of the building in which the polling place is located, nor to clients participating in activities or services provided within the building. However, in neither case are they allowed in the designated polling place except to vote.
- No person who is not in line to vote may come into any polling place from the opening to the closing of the polls, except the officially designated poll watchers, and CAA election staff.
- Voters who come to cast their ballot are allowed to wear campaign material.

#### J. VOTING PROCEDURE

Upon entering the polling place, the voter will be directed to the registration check-in table, where they will provide current photo identification, issued by a government agency, as proof of identity to the CAA election staff. The election staff will locate the voter's name in the roster of qualified voters and will ask the voter to sign their name in the designated space on the roster. If the voter is unable to write, they will sign with a mark, which will be initialed by staff. Staff will then compare the signature on the voter roster with the signature on the voter's registration form, and, if necessary, require other identification. Staff will then issue, to the voter, the ballot and direct them to one of the voting booths. CAA Election Staff will provide at each polling place a fictitious sample ballot (attachment C) to be used in instructing voters on how to vote. Upon request, staff may provide individual voters further instruction by using the sample ballot. The voter will, without leaving the polling place, retire alone to a voting booth and must proceed to cast their ballot in secret.

#### K. BALLOTS

#### Spoiled Ballots

Any voter, who spoils a ballot, will return it to the inspector who will immediately destroy it without examination, and give the voter another ballot. In no case will a voter be furnished with more than three ballots. The inspector will keep a record of all ballots destroyed.

#### Ballot Assistance

Any voter who registers to vote in any election and is unable to read or write or because of some physical disability, needs assistance in voting, may request assistance of election officials or some other person during the election, to assist them in casting their vote. After the voter requests the aid of CAA election staff, or the person of their choice, they will retire to the voting booth for the purpose of casting their vote.

After voting, the voter will fold and insert their ballot into the ballot box. Custody of the ballot will remain with the voter at all times until they place their ballot into the ballot box.

#### L. CLOSING THE POLLS

At 7:00 p.m., CAA election staff will make a public announcement that the last voter in line at that time will be the last person permitted to vote. Those voters standing in line at 7:00 p.m. will be allowed to cast their ballot.

After the last vote has been cast, the CAA election staff will declare the polls closed. At that time, all candidates, poll watchers, and members of the news media may enter the polling place to witness the breaking of the seal on the ballot box.

#### M. VOTE TABULATION

After all eligible voters have cast their ballots and the polls are officially declared to be closed, the vote tabulation of the Community Advisory Committee election will proceed as follows:

- Before the tabulation begins, staff may request witnesses to designate two
  individuals to assist in witnessing the reading of the names and the recording
  of the votes on the tally sheet. In addition, these witnesses will also sign the
  election certificate certifying the results of the election;
- The seal on the ballot box is verified against the number entered on the Election Certificate (see attachment D). Staff will break the seal and remove

all of the ballots from the ballot box. The witnesses will then verify that all ballots have been removed from the ballot box;

- CAA Election Staff will then tabulate the results by one staff person calling out the name on each ballot and another staff person recording the vote. The eleven candidates for CAA and CAA/OCED only and thirteen (13) candidates for OCED only with the highest number of votes will be elected.
- The CAA Election Staff will certify and issue a preliminary certification of the election results;
- Each member of the CAA election staff and the designated witnesses will then sign the election certificate; and
- In the event of a tie, a runoff election will take place at the next regular Community Advisory Committee meeting following the Target Area/NRSA election. A notice of the runoff election will be sent to all registered voters of the Target Area/NRSA. A vote by secret ballot will be held to decide the outcome of the runoff election.

#### N. PROTEST OF ELECTION RESULTS

Any candidate or voter registered and qualified to vote in the election will have the right to protest the results as being erroneous by filing with the Executive Director of the Community Action Agency a sworn, written protest within five (5) business days following the day the election is held.

#### O. **ELECTION CERTIFICATION**

The Executive Director of the Community Action Agency will certify the results of the Election within five (5) business days following the date of the election (barring a protest of the election results). Prior to certifying the results, the Executive Director of the Community Action Agency will have reviewed all letters of protest, investigated the allegations, and taken any action deemed necessary. The Executive Director/Designee will notify the candidates of the election results via U.S. mail.

#### P. ELECTION OF OFFICERS

Election of Officers shall be held within 30 calendar days following the final certification of the members. Miami-Dade County staff will convene the newly elected Community Advisory Committee to elect from among themselves, the Officers of the Community Advisory Committee. The nomination and election of



the Officers will take place by secret ballot. In case of a tie, the election process will be repeated. If the tie is not broken following the second ballot, the tie shall be broken by the toss of a coin.

#### R. **DUTIES AND RESPONSIBILITIES OF STAFF**

CAA staff will provide notices of all Community Advisory Committee meetings and meeting agendas to each Advisory Committee member in writing at least five working (5) days in advance of the meeting. Notices and agendas will also be given to the local public media and posted in all CAA Community Service Centers. CAA staff will be responsible for insuring that minutes of all Committee meetings are prepared and that all official action taken by the Community Advisory Committee is included. Minutes will be forwarded to all members prior to the next scheduled meeting and available for public inspection upon request. In communities where there are numerous non-English speaking residents, meeting notices, agendas and summaries of minutes will be provided in the language(s) represented in the communities. Appropriate interpreters will be available during meetings, if possible. At least once a year, a training session for Community Advisory Committee members will be held by a training team of the Community Action Agency. The areas of training will include: HHS Policies and Guidelines, Community Advocacy, Leadership Development, and Project Planning and Evaluating.

#### S. <u>DUTIES, RIGHTS AND RESPONSIBILITIES OF MEMBERSHIP</u>

After being elected, there are certain duties, rights and responsibilities that all members of the Community Advisory Committee must observe. There are also restrictions that govern the activities of Advisory Committee members. They are as follows:

#### QUORUM

The Quorum required for any meeting of the Community Advisory Committee will be fifty percent (50%) plus one of the membership. In the absence of a quorum, the Advisory Committee can take no lawful action.

#### PARTICIPATION

Participation at Community Advisory Committee meetings, excluding voting, will be open to all interested persons. Voting, however, will be restricted to the members of the Advisory Committee. Each Committee member will have one vote. Voting by proxy or absentee ballot will not be permitted. Provided a quorum is present, a simple majority of those voting will be sufficient to take action in accordance with the Community Advisory Committee Guidelines on those issues that are in support of the missions

of the Community Action Agency and the Office of Community and Economic Development.

#### OBJECTIVES OF THE ADVISORY COMMITTEE

It will be the responsibility of the Advisory Committee to initiate and to assume a leadership role in the Target Area/NRSA in order to address the following objectives:

- Support the missions of OCED and/or CAA.
- Conduct Target Area/NRSA meetings.
- Involve all persons who have an interest in the Target Area/NRSA.
- Make people aware of Target Area/NRSA conditions and encourage the improvements of those conditions.
- Elicit from Target Area/NRSA residents the identification of problems.
- Identify alternative projects.
- Facilitate two-way communication with government representative and Target Area/NRSA residents.
- Recommend priorities within the purview of OCED/CAA.
- Provide an opportunity for the discussion of Target Area/NRSA problems and related issues.
- Review the progress of Target Area/NRSA activities

#### DISCLOSURE

All Community Advisory Committee members are required to disclose any affiliations they have with any agency that may have business before the Community Advisory Committee. Upon election, at the first meeting, each member shall disclose, for the record, these affiliations. In the event, the member becomes affiliated with an agency during their tenure, after the first meeting, this must be disclosed at the next scheduled meeting.

#### T. ORDER OF BUSINESS

The order of business for Committee meetings may constitute the following:

- Acceptance of Agenda
- Minutes of Preceding Meeting
- Reports of Officers
- Reports of Subcommittees
- Reports of Staff
- Unfinished Business
- New Business



- Announcements
- Adjournment

#### U. SPECIAL MEETINGS

Special meetings may be held under the following conditions:

- When requested at a regular meeting by a majority vote of the members present.
- When requested in writing by one-third of the members of the Committee.
- When called by Miami-Dade County staff.

#### V. DUTIES OF THE ADVISORY COMMITTEE

In pursuit of the objectives indicated above, the Community Advisory Committee will:

- Convene to establish the regular meeting time and schedule of the Community Advisory Committee that will allow for maximum citizen participation. This will occur within thirty (30) calendar days following the final certification of members.
  - Hold all meetings in a facility, which is accessible and amenable to community residents.
  - Assist in providing sufficient notice of meetings to community residents.
  - Establish subcommittees consisting of members and non-members as necessary and appropriate.
  - Review and take official action on sub-committee reports.
  - Make every effort to address and resolve Target Area/NRSA concerns within the Target Area/NRSA prior to being referred to the departmental level. Only matters approved by the majority vote of the members present can be referred to any other level.
- The Advisory Committee participates in program planning, monitoring, and evaluation of activities and programs within their community. In performance of this duty the Advisory Committee will:
  - Provide an opportunity for residents to identify needs or problems in their community as they relate to OCED/CAA missions.

- Encourage residents to propose viable solutions to identified needs and problems in their community as they relate to OCED/CAA missions.
- Elicit the recommendation and set program or neighborhood priorities from the Target Area/NRSA residents.
- Review progress of activities within the Target Area/NRSA.
- Enhance community input in planning Section 3 Programs and compliance activities and increase community participation in Section 3 economic activities geared toward Section 3 residents and businesses by placing Section 3 items on monthly meeting agendas for discussion.

#### W. RESTRICTIONS ON ADVISORY COMMITTEE MEMBERS

No Advisory Committee member will have the authority to change actions as voted upon by the Advisory Committee as a whole; all recommendations submitted will reflect the vote of the majority. No Advisory Committee member may represent themselves as a spokesperson for the Community Advisory Committee on ideas, issues or proposals, unless it has been pre-approved and authorized by the Advisory Committee as a whole. Nor may any Advisory Committee member appear before official public bodies, as a representative of the Advisory Committee (i.e. County Commission, City Commission, School Board, etc.) unless authorization to represent the Advisory Committee has been voted upon by a majority of the Community Advisory Committee. Any willful violation of the provisions of this section by a member of the Advisory Committee will be grounds for recall.

#### X. CONFLICT OF INTEREST

Any member who holds a board position or is employed by any agency receiving funds from CAA or OCED shall be able to retain or run for a position on a Community Advisory Committee as long as the following conditions are adhered to:

- A member must recuse him/herself and physically leave the room while any discussion arises that involves funding decisions related to that agency or any discussion about that agency in general.
- The records of the meeting must reflect the above-required actions of the member.

An Advisory Committee member whose immediate family receives a financial benefit or serves as a Board member of an organization that may benefit as a



result of action before that Advisory Committee will make known that interest and must refrain from voting and follow the process for recusing him/herself from the meeting.

The CAC Chairperson shall automatically remove any member found to have violated the conflict of interest policy. In the event the Chairperson is the member who has violated the policy, the next highest-ranking Committee member shall remove the Chairperson and thereby follow Part III — Community Advisory Committee Guidelines, Section B — Types of Membership to govern the Committee.

#### Y. RECALL OF A MEMBER

Recall is a two-step process.

- 1. Community Advisory Committee Recommendation for a Hearing and;
- 2. A Binding Hearing.
  - A Target Area/NRSA stakeholder may initiate a recall of a member of the Community Advisory Committee for malfeasance or misconduct. Allegations of malfeasance and misconduct must be supported by concrete evidence.
  - The stakeholder must notify the Community Advisory Committee in writing regarding the allegations against a member or an officer of the CAC.

At a regular meeting, the Community Advisory Committee will allow both the stakeholder and the Committee member involved an opportunity to present their evidence. In this instance, the committee(s) or officers(s) involved in the action must refrain from voting.

#### **Community Advisory Committee Action**

The role of the Community Advisory Committee is to make a decision based on the evidence presented whether or not there are sufficient grounds to refer the matter by a 2/3 vote to the appropriate department for a binding hearing.

#### **Departmental Hearing**

The Community Advisory Committee will forward all documents related to the petition for recall to the Executive Director of the Department involved, who will create a hearing committee. The hearing committee will notify the stakeholder and the Committee member involved of the date, location and time of the hearing within a 30 day period of its creation. The action of the hearing committee shall be final and binding.

#### Z. REIMBURSEMENT (CAA and CAA/OCED Advisory Committees only)

Reimbursement is a payment made to an individual to cover the cost of certain expenses actually incurred as a result of attendance at a meeting or in performance of other official duties and responsibilities in connection with a Community Action Program.

- Meetings: A meeting is considered to take place (for purposes of reimbursement only) when proper notification has been made inviting the participants to attend even if no quorum is achieved.
- Travel: Travel reimbursement may be made to and from official appointments by the least expensive, convenient means of transportation. This may be by public transportation, or when no public transportation is available, by taxi, or private automobile travel at a rate not to exceed 36 cents a mile. In cases where there is carpooling, only the Advisory Committee member providing the vehicle will be reimbursed.

## AA. <u>PROCEDURES REGARDING RIGHT OF PETITION, WAIVER REQUESTS</u> AND AMENDMENTS

When citizens feel inadequately represented on the Advisory Committee they are permitted to proposed amendments to these guidelines. Any such proposals shall be submitted to the OCED and/or CAA Executive Director/Designee. The following questions will serve as a guide when requests for appeals are reviewed.

- Does the request for representation or waiver significantly influence the quality of citizen input?
- Does the request for representation or waiver complement County, State and/or Federal rules and regulations?
- Does the request for representation or waiver have significant negative implications in respect to an effect citizen participation process?
- Does the request for representation or waiver relate significantly to other legally established governmental citizen advisory structures?
- Does the request for representation or waiver relate to a citizen participation function or activity, or geographic area/population in which the general-purpose government has a responsibility or special interest?

The request should include specific information describing the:

- Purpose of the request.
- Expected Target Area benefits to be obtained.
- Special conditions peculiar to the Target Area making request.

- Existing Target Area representation.
- Description of compliance with governing rules and regulations.

#### AB. HISTORY OF DOCUMENT CREATION/REVISIONS

Document was created on July 7, 1981

Previous amendments were made on:

- October 1983
- June 1989
- May 1990
- October 2001

### (Attachment A)

#### **ELIGIBILITY QUALIFICATION AFFIDAVIT**

## Declaration of Candidacy for Miami-Dade Community Action Agency and Miami-Dade Office of Community and Economic Development Election

l,	
PLEASE PRINT NAME AS YOU	WISH IT TO APPEAR ON THE BALLOT
target area/NRS	o the CAA and/or OCED Advisory Committee in the SA . I declare that I am a registered elector for the
Advisory Committee election to be held on:	at 10:00 A.M. – 7:00 P.M.
I am eligible to run for this office based on one	or more of the following qualification(s):
I live in the target area/NRSA	HOME ADDRESS
I own property in the target area/NRSA	PROPERTY ADDRESS
I own a business in the target area/NRSA	BUSINESS ADDRESS
I am employed in the target area/NRSA	EMPLOYMENT ADDRESS
I am a Head Start Parent/Guard	
I am between the ages of 16 –	
	SIGNATURE OF CANDIDATE
	at all information contained herein is correct to the best als to be false, I will be subject to immediate removal al or otherwise.
SIGNATURE OF CANDIDATE	FLECTION STAFF SIGNATURE

### (Attachment B)

## MIAMI-DADE COUNTY COMMUNITY ACTION AGENCY MIAMI-DADE OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT Community Advisory Committee Voter Registration Form

Target Area/NRSA Name:		
FIRST	MIDDLE	LAST NAME
RESIDENT ADDRESS	APT.	ZIP CODE
WORK ADDRESS		ZIP CODE
PROPERTY ADDRESS		ZIP CODE
BUSINESS ADDRESS		ZIP CODE
REGISTRATION DATE		DATE OF BIRTH
	QUALIFICA <sup>-</sup>	TION OF VOTER
LIVE IN AREA		OWN A BUSINESS IN AREA
OWN PROPERTY IN AREA		EMPLOYED IN AREA
I hereby swear that all of	the information	on this form is true and I agree to share this
information with the candidar		on this form is true and r agree to share this
SIGNATURE OF REGIS	TRAR	SIGNATURE OF VOTER



#### (Attachment C)

# MIAMI-DADE COMMUNITY ACTION AGENCY MIAMI-DADE OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT MEMBERSHIP ELECTION TUESDAY, JANUARY 20, 2004 10:00 A.M. – 7:00 P.M.

# SAMPLE BALLOT (CAA and OCED/CAA ONLY)

#### QUALIFIED VOTERS MAY VOTE FOR UP TO ELEVEN (11) CANDIDATES\*

(Candidate names are in alphabetical order)

	_ John Axel		Merlot Graham
	_ Bernice Bake	<b>~</b>	Mitchell Johnson
	_ Betty Charles		Maria Jones
<b>~</b>	_ Washington Dowell	<b>~</b>	Saens Kontz
	_ Elie Evans		Clay Lawrence
<b>~</b>	Mary Fonseca		Angelica Seymour
<b>~</b>	Moris Frankel		Pedro Rodriguez
<b>~</b>	Michelle Sajous		

\*(If you voted for more than eleven (11) candidates, this ballot will be void)

Jonas Hamilton, Election Staff, CAA Marisol Edward, Election Staff, CAA

### (Attachment D)

#### Miami-Dade Community Action Agency Election Certificate

Target Area/NRSA ELECTION _	· · · · · · · · · · · · · · · · · · ·			
I, the undersignedAction Agency, Florida, do, by m	y signatu	ire hei	Election Staff of Miami-Dade Commeto, certify that the ballot box for the Community Adv	nunity visory
day of the month	_, 20		is locked with seal number	
Election Staff Name (Print)		<u></u>	Election Staff Signature	
locked in the ballot box correspor the following witnesses who have as otherwise specifically set fortl	nds exact e assisted n and de d no balle	tly with d in the clared ot was	, Election Staff of My certify to the best of our knowledge that the seal number registered above. In my presence also be breaking of the seal and the tabulation process. Et in this certification, in our presence and sight, not in any manner altered or tampered with by any person authorized to do so.	mber were xcept ballot
Quantity of voted ballots	[	]	Quantity of voided ballots [ ]	
Election Staff Name (Print)			Election Staff Signature	
Election Staff Name (Print)			Election Staff Signature	
Witness Name (Print)			Witness Signature	
Witness Name (Print)			Witness Signature	



# ATTACHMENT B BOARD APPROVED ORDINANCES AND RESOLUTIONS

#### **BOARD APPROVED ORDINANCES AND RESOLUTIONS**

#### **ORDINANCES**

- Ordinance 82-16 Further restricts CDBG program allocations:
  - > At minimum, 75% of all beneficiaries must be low- or moderate-income households:
  - Emphasis must be placed on job creation for economic development activities; and
  - > Emphasis must be placed on neighborhoods and citizen participation.
- Ordinance 16A-2 States that the Consolidated Planning Process must include protection, enhancement and perpetuation of properties of historical, cultural, archeological, aesthetic and architectural merit are in the interests of health, prosperity and welfare of the people of Miami-Dade County.
- Ordinance 97-33 Creates the Task Force on Urban Economic Revitalization, and provides for a review of OCED recommendations for CDBG economic development category funding and CBO funding relating to economic development for the purpose of ensuring that OCED's staff recommendations are in accordance with priorities established by the Plan. When the Board considers funding for economic development in Targeted Urban Areas, the Board will accept the recommendations of the Task Force unless the recommendations are disapproved by a two-thirds vote of the entire membership of the Board. OCED must report to the Board the dollar amount being spent in Targeted Urban Areas.

#### RESOLUTIONS

 Resolution 543-05 – The County Manager to submit an annual performance report relating to Community Development Block Grant (CDBG) funding to the Board of County Commissioners.



- Resolution 404-92 All CDBG program income from economic development loans is to be placed into the Revolving Loan Fund until \$15 million is reached in the loan pool.
- Resolution 405-92 The Department of Special Housing Programs, reorganized as the Miami-Dade Housing Agency and OCED, must: 1) give priority to homeownership projects consistent with the Consolidated Plan; and 2) develop a strategic plan to assist CDCs in constructing homeownership projects.
- Resolution 406-92 The County will develop a plan for CDCs engaged in rental housing construction to establish escrow accounts to be used to renovate rental housing projects.
- Resolution 407-92 Technical assistance provided by the Local Initiatives Support Corporation and Greater Miami Neighborhoods is to be limited to development projects located primarily outside the entitlement cities of Miami, Miami Beach and Hialeah.
- **Resolution 408-92** The County will emphasize minority business participation in CDBG and Surtax projects.
- **Resolution 409-92** The County is to provide a cost estimate for each CDBG funded capital improvement or historic preservation project.
- Resolution 1185-98 The County requires strict compliance with HUD Section 3 requirements and directs all County departments to monitor compliance. It also requires all applicable County contracts and solicitations to contain language requiring compliance with Section 3. Section 3 ensures that employment and other economic opportunities generated by certain HUD financial assistance shall, to the greatest extent feasible, be directed to lowand very low-income persons, particularly those receiving government assistance for housing and to business concerns providing economic opportunities to low- and very low-income persons.

#### **COURT-RELATED POLICIES**

Targeting CDBG funding near Public Housing. As a result of the Consent Decree issued by the U. S. District Court Southern District of Florida on June 24, 1998, "the County shall allocate 25 percent of its future annual allocable CDBG funds for a total of five years, commencing with the FY 2000 Action Plan for housing and community and economic development programs and infrastructure improvements in neighborhoods surrounding public housing developments." Allocable CDBG funds are the total amount of CDBG funds appropriated in the Annual Action Plan less the 20 percent maximum allowed by HUD for the County's administrative expenses. The allocated CDBG funds

shall be spent in accordance with priority needs identified relative to public housing and the surrounding neighborhoods through the County's Citizen participation process, unless modified by a two-third (2/3) vote of the Board. (FY 2005 was the last year for the 5-year term mandated by this decree)

Procedures have been put in place to fulfill the requirements of these ordinances, resolutions and court actions listed above. It is recommended that the Board continue these policies accommodating potential conflicts with Federal policies as required.

# ATTACHMENT C SOCIAL SERVICES MASTER PLAN FUNDING PRIORITIES

Approved Maro

Agenda 1 1 No. 6(H)(1)(B; 1-23-01

. Vete

Override

PESOLUTION NO.

R-68-01

CLERK OF THE PERSONS OF COUNTY COMMISSIONS OF THE PERSONS OF THE P

RESOLUTION AUTHORIZING THE ALLIANCE FOR HUMAN SERVICES TO ADMINISTER AND MANAGE MIAMI-DADE COUNTY'S COMMUNITY BASED ORGANIZATION FUNDING ACCEPTING THE FUNDING PROCESS; PRIORITIES, LEVELS AND . FUNDING FUNDING **PROCESSES** RECOMMENDED BY THE ALLIANCE FOR HUMAN SERVICES FΥ 2001-04 COMMUNITY THE FOR BASED ORGANIZATION FUNDING PROCESS; AUTHORIZING A THREE YEAR FUNDING CYCLE FOR FY 2001-04; AND THE COUNTY MANAGER TO EXECUTE AUTHORIZING **AGREEMENTS** 

WHEREAS, the Board through Resolution R-235-99 created the Human Services Alliance incorporated in June 2000 as the Alliance for Human Services and charged it responsible for social and human services planning for Miami-Dade County; for establishing funding priorities in accordance with the Social Services Master Plan; and as of July 1, 2000, for the allocation of Miami-Dade County's resources to Community Based Organizations (CBO's) in accordance with the Social Services Master Plan; and

WHEREAS, the Board accepted the Social Services Master Plan 2001-2004; and

WHEREAS, the accompanying County Manager's memorandum is incorporated herein,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board authorizes the Alliance for Human Services to administer and manage Miami-Dade County's Community Based Organization funding

process, including the award of funding allocations in accordan with the Social Services Master Plan 2001-2004; accepts the funding priorities, funding levels, and funding recommended by the Alliance for Human Services, which consistent with the Social Services Master Plan, for the FY 2001-04 Community Based Organization funding process: authorizes a three year Community Based Organization funding cycle for FY 2001-04; authorizes the County Manager to enter into for Human Services necessary to agreements with the Alliance effectuate the purposes of the Social Services Master Plan as well as the Community Based Organization funding process; County Manager to authorizes the execute agreements with Community Based Organizations that are approved for funding by the Alliance for Human Services; adopts and further authorizes the County Manager to exercise amendment, renewal, termination, cancellation, and modification clauses of any agreement entered into pursuant to this Resolution.

The foregoing resolution was offered by Commissioner

Natacha Seijas , who moved its adoption. The motion was seconded by Commissioner Guen Margolis and upon being put to a vote, the vote was as follows:

Agenda It No. 6(H)(1)(H) Page No. 5

Dr. Miliam Alonso
Dr. Barbara M. Carey-Shuler
Gwen Margolis
Jimmy L. Morales
Pedro Reboredo
Natacha Seijas

aye Bruno A. Barreiro
arey-Shuler absent Betty T. Ferguson
aye Joe A. Martinez
aye Dennis C. Moss
Dorrin D. Rolle
absent
Katy Sorenson
Javier D. Souto absent

aye aye absent aye aye aye

The Chairperson thereupon declared the resolution duly passed and adopted this 25th day of January, 2001. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall the come effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA BY ITS BOARD OF COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

Approve by County Attorney as to form and legal sufficiency W

By: KAY SULLIVAN

				Allocation Level	* for FY 200	1-2004	_
				-			
	FT 2000-2001	FY 2000	FY 2001	Proposed FY 2001			<u></u>
	CBO Funds	Percentage	Cluster	Funding by	Pereentane		
Euching Priorities Er 2000	Allocated	CRO Eunda	Actan	Chiter	CBQ Eunds		
	1,602,233	77.11 T		-			
Teenege Pregnancy	8318,328	20%	Youth end	000'007'5\$	32%		
			Families			٠.	
Early Childhood	\$1,044,240	18.7%					
HIVIAIDS Prevention	\$374,179	ž	•				
Crime Prevention	\$1,638,269	18,0%	Crime Prevention	2,480.000			
Elderly Berviers	\$1,648,748	15.8%	Elden	\$1,809,000	<b>4</b> 32		
035/3pecial Needs	81,428,173	***	Special Manda		:		:
A) Domestic Violence			Populations	000,101,11	*	•	· ·
c) Substance Abuse	:	•					
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TO:

Honorable Chairperson and Members

Board of County Commissioners

FROM: M. R. Stierheim County Manager DATE:

January 23, 2001

Resolution Approving the

SUBJECT: Alliance for Human

Services Recommendations for Community Based Organization Funding Priorities for FY 2001-2004

#### RECOMMENDATION

It is recommended that the Board adopt the accompanying resolution approving the Alliance for Human Services recommendations for FY 2001-2004 funding priorities, funding levels for three years, and funding process consistent with the Social Services Master Plan. The recommendations reflect those approved by the Alliance for Human Services at its January 9, 2001, meeting.

#### BACKGROUND

The Alliance for Human Services has completed its first coordinated, comprehensive health and Social Services Master Plan (SSMP) for Miami-Dade County. The SSMP was developed in accordance with R-235-99, passed by the Miami-Dade County Board of County Commissioners in March 1999. The County resolution called for the creation of a Human Service Alliance (incorporated in June 2000 as the Alliance for Human Services) responsible for social and human services planning for Miami-Dade County; for the establishment of funding priorities in accordance with the SSMP; and, as of July 1, 2000, for the allocation of Miami-Dade County's resources to Community Based Organizations (CBO's) in accordance with the SSMP.

The Alliance's primary goal for the first year was to develop a community-wide consensus regarding the continuum of care, or array of services required to address the health and social services needs of individuals and families. In order to achieve this goal, the Alliance organized the SSMP according to "service clusters" reflecting the realities of how people access health and social services at the neighborhood or community level and the importance of focusing on prevention and early intervention strategies, to ensure that emphasis is placed on investments that produce resiliency and independence, and ultimately result in a reduced need for service, or a reduced need for more costly services. In addition, the Alliance sought to develop a SSMP that would identify gaps, areas of overlap (duplication and/or fragmentation); opportunities for service providers to improve coordination and complement each other's services; and areas in which public and private funders can maximize (leverage) available funding to support the service needs of Miami-Dade County residents. In order to improve the quality of future planning and evaluation efforts, and in keeping with the goal of the Alliance to eliminate fragmentation and duplication of services, each service cluster report identified barriers to care, areas for quality improvement and cross-system collaboration. All clusters included system-wide goals to ensure access to culturally and linguistically competent services, and improve access for persons with disabilities; and most sections of the Plan identified policy goals and recommendations for further study, or improved data collection.

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Between June and December 2000, the Alliance for Human Services engaged over 500 community representatives in a series of planning activities, public forums, focus groups and provider surveys aimed at soliciting input to build a solid consensus on recommendations for each service cluster included in the SSMP. Participants were asked to help the Alliance identify priority services needed at the county-wide and neighborhood levels, and the full array of services for each cluster. Participants also identified realistic outcomes, barriers to care, best practices and policy issues to be addressed by the Alliance.

In addition, the Alliance worked with agency partners, experienced researchers, health and social services planners, as well as service providers to develop a catalog of recommendations from previously published plans and available research in each cluster area. The purpose of this data collection and analysis was to ensure that the SSMP recommendations for core services, funding priorities, model programs, and achievable outcomes would be grounded in recognized "best practices." Criteria for recommending core services included: numbers of persons affected; availability of interventions proven to be effective; direct economic impact and cost-effectiveness; emerging issues and trends over the past five years; whether or not the intervention is an effective prevention or early intervention strategy that will reduce the need for more costly interventions later; opportunities for leveraging funds across systems; and opportunities to promote cross-system collaboration. The SSMP also includes a section entitled Cross-Cutting Issues.

The first year report of the SSMP includes funding surveys completed by the members of the Alliance's Board of Directors. These provide a snapshot of all funding streams utilized to contract for services in Miami-Dade County and assisted the Alliance to target funding streams which could potentially be leveraged to expand the pool of funds available to support the service priorities identified in the SSMP for 2001-2004 as set forth in Resolution R-235-99.

As charged by the Board of County Commissioners, the Alliance for Human Services began development of service priorities and has submitted the following seven funding priorities and levels of funding consistent with the "Social Services Master Plan" for Board of County Commissioners approval:

A. Crime Prevention: \$2,490,000 including programs that address research identified risk factors, and that target high risk youthful offenders and their families, or high crime neighborhoods through the implementation of the "Communities that Care Risk-Focused Prevention" model in high-risk neighborhoods or through referrals by the Miami-Dade County Human Services Department's Delinquency Prevention Diversion Program and the Stay in School Program. Programs include family empowerment programs targeting families with juvenile offenders designed specifically to reduce familial risk factors; family empowerment crime prevention evaluation design to measure program effectiveness and improve future programming outcomes; neighborhood empowerment projects that support high risk neighborhood primary prevention and targeted high risk neighborhoods in designated high crime areas with partnerships with Miami-Dade County Public Schools and the family development



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programs developed within the same geographic area: and neighborhood empowerment crime prevention evaluation to measure the effectiveness of community based neighborhood empowerment programs funded under this initiative.\*

- B. Children, Youth and Families: \$3,400,000 including programs such as Kids Care Outreach and Healthy Families; childcare services for working poor; before and after school care: programs that provide training to assist existing licensed not-for-profit childcare centers or family childcare homes in achieving "Gold Seal" certification or that provide enhanced training for child care workers and/or that provide parents and caregivers with information and skills appropriate for early stimulation that supports learning and development; School-Based Multi-Disciplinary teams; support services for hard to serve youth; community involvement in child abuse prevention; support neighborhood resource teams/centers; and risk reduction for prevention of teen pregnancy, HIV, and sexually transmitted diseases.
- C. <u>Elder Services</u>: \$1,800,000 including funding for center based socialization and nutrition services; information, referral and case management; specialized transportation services; in-home services; nutrition services, including assessments and special meals; housing and domicile services and emergency shelter.
- D. Special Needs Populations: \$1,467,000 including expanded treatment capacity for post treatment to include aftercare and discharge planning for dually diagnosed and severe/chronic mental health services (outpatient and residential); substance abuse treatment for women, ex-offenders, dually diagnosed and elders; case management training to avert homelessness; support existing homeless services; science based substance abuse prevention; Professional Training Institute on domestic violence; one-stop centers for victims assistance; and mental health services for children who are victims or witnesses to domestic and community violence.
- E. <u>Children and Adults with Disabilities:</u> \$504,000 including services for individuals with sensory, physical and developmental disabilities; family support services to include siblings with outreach and consumer education; early intervention for children and adults who do not qualify for Medicaid; and respite care, including caregivers support and extended hours.
- F. Refugees, Immigrants and New Entrants: \$300,000 including community and peer based outreach and socialization services; legal services that include processing and translation fees; and literacy.
- G. <u>County-Wide Services</u>: \$500,000 including information and referral; food recovery and legal services.

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The Alliance for Human Services has set a goal of increasing support to small CBO's with the \$10,461,000. A minimum of eight percent of the total allocation will go towards funding small CBO's with operating budgets of no more than \$300,000. Agencies will be eligible for up to \$50,000 allocation per funding priority. All agencies will be required to submit a "Letter of Intent to Apply". In addition, the allocation of \$200,000 under the Small Grants Program for not-for-profits (as set forth in Resolution R-742-00) will be issued under a separate request for proposals to be released in May 2001.

Pending Board of County Commissioners' approval, the Alliance for Human Services has provided the following anticipated time table for CBO Notice of Funding Availability NOFA for fiscal year 2001-2004:

Development of NOFA/Application
NOFA Advertisement
NOFA Release
Pre Proposal Conference
Proposals Due
Proposal Review Teams-Staff/Citizen Reviews
Final Alliance for Human Services Decisions
Award Date
Funding Period

December, 2000
January, 2001
February, 2001
February, 2001
March, 2001
April, 2001
May, 2001
May, 2001
July 1, 2001-June 30, 2004

#### **Countywide Services**

#### **Primary Goal**

To ensure that consumers and providers have universal access to timely and accurate information about available community services including emergency food assistance and legal services

GOALS	OUTCOMES
Ensure universal access to timely and accurate information about available community resources	<ul> <li>Increased access to timely and accurate information regarding community resources, eligibility criteria, service hours and languages spoken</li> <li>Complete feasibility study for a web-based resource and referral system</li> </ul>
Develop consistent program standards across systems to ensure quality and cost-effectiveness of services	<ul> <li>Core competencies for case managers across system developed</li> <li>Programs standards are developed and implemented for emergency food programs across all funders</li> </ul>
Reduce fragmentation and duplication of emergency services by promoting collaboration among health and social services agencies	<ul> <li>Standardized cross-system training</li> <li>Increased collaboration across systems</li> </ul>
Increase public awareness of the issue of hunger in Miami-Dade County	<ul> <li>Community at large will have an increased knowledge of the degree of hunger in Miami-Dade county, and best practices to address needs</li> </ul>
Ensure access to legal services with priority for services on behalf of indigent persons; victims of domestic violence; persons illegally evicted; individuals requiring guardianship and legal assistance to access public benefits	Priority target populations will have access to legal representation
Ensure delivery of county-wide services in a manner which is culturally and linguistically competent	<ul> <li>Reduced barriers to services</li> <li>Improved outcomes due to increased customer comprehension</li> <li>Customer satisfaction survey implemented</li> </ul>
Eliminate barriers to care for persons with physical, sensory or developmental disabilities	Identified barriers to care significantly reduced or eliminated



#### Children, Youth and Families

#### Primary Goal

Strengthening families and communities to improve life chances of Miami-Dade County's children

GOALS	OUTCOMES
Improved health status	Improved birth outcomes
Readiness for school	<ul> <li>Quality, affordable and accessible early care and education</li> <li>Developmental skills sufficient for school entry</li> </ul>
Safe and supportive communities	<ul> <li>Reduced child abuse and neglect referrals</li> <li>Reduced juvenile crime</li> </ul>
School success/readiness for self-sufficiency	<ul> <li>Development and achievement of core competencies</li> <li>Successful school completion</li> </ul>
Improved cross-system collaboration to achieve and maintain effective program outcomes	<ul> <li>Availability of core array of services countywide</li> <li>Availability of intervention services in at-risk neighborhoods</li> <li>Reduced risks of children and families</li> <li>Enhanced protective factors</li> <li>Funding for essential collaborative activities and services in at risk neighborhoods</li> <li>Ongoing quality improvement</li> </ul>

## Elder Services Primary Goal

Elders living at home as independently as possible, with full access to supports and activities making their lives fulfilling, as determined by the individual

[004/6	LOUTCOMES
GOALS	OUTCOMES
Support aging in place and prevent unnecessary physical, emotional, financial and health dependence in a manner that maintains dignity and human connectedness	<ul> <li>Identified options and areas of needs for aging in place</li> <li>Access to resources that maintain a healthy life style</li> <li>Established goals to encourage aging in own residence</li> <li>Reduced crime and violence in older adults neighborhoods reduced</li> <li>Increased financial assistance for low-income older persons</li> </ul>
Assist older persons one-by-one to maintain optimal independent living and quality of life in a manner that maintains dignity and human connectedness.	<ul> <li>Interventions leading to optimal independent living</li> <li>Implementation of services that address health care needs, physical or cognitive deficits of older adults</li> <li>Implementation of caregiver support programs</li> <li>Increased care and socialization programs for older adults with physical or cognitive deficits</li> </ul>
Protect and/or mitigate the impact of crisis events on older persons	Design and implementation of plans to milligate the impact of crises
Maintain optimum health and safety of adults who are without available assistance and can no longer live in an independent setting in a manner that maintains dignity and human connectedness	Increased funding to place frail adults in licensed ALF's     Increased number of elders living independently     Maintained dignity and human connectedness
Maintain the health/safety of adults with substantial medical /cognitive deficits needing 24-hour skilled residential care for rehabilitation/sub-acute/long-term maintenance or end-of-life care in a manner that maintains dignity and human connectedness	<ul> <li>Improved outcomes in around-the-clock protection, treatment and end-of- life care for frall older adults with substantial medical or cognitive deficits</li> </ul>
Improve the quality, accessibility and effectiveness of services to older persons	<ul> <li>Improved staff competency</li> <li>Reduced tumover of direct care staff</li> <li>Reduced exploitation of older persons</li> <li>Achieve improvement of services through the Long Term &amp; Managed Care Task Force's HMO Patient Advocacy Program</li> <li>Achieve improvement of services through HIV/AIDS and Aging Task Forces</li> <li>A comprehensive assessment needs is updated every three years</li> <li>Effective and efficient use of long-term care resources</li> </ul>

#### Children and Adults With Disabilities

#### **Primary Goal**

To improve access to services in the natural environment and increase opportunities for children and adults with disabilities to achieve their optimum level of functioning and lead lives with dignity and independence

GOALS	OUTCOMES
Improve access to services in the natural environment	<ul> <li>Increase referrals to Early Intervention Program</li> <li>Increase utilization of family support services</li> <li>Provide array of age appropriate services</li> <li>Increase number of waiver slots/services utilized</li> <li>Reduce high risk birth rates</li> <li>Increase ADA compliance</li> </ul>
Improve community and professional awareness of services for children and adults with disabilities	<ul> <li>Increase utilization of services</li> <li>Train professionals on disabilities services and resources across systems</li> <li>Develop legislation to expand Medicaid Waiver</li> <li>Access to tri-lingual service information</li> <li>List of resources on Web</li> </ul>
Empower consumers and caregivers	<ul> <li>Development/expansion of 1-800 services</li> <li>Expand family advocacy programs</li> <li>Parenting education for special needs</li> <li>Reduce accidents/injuries</li> <li>Reduce victimization</li> </ul>
Achieve academic and vocational goals to maximize independence in the natural environment and ensure the successful transition of children from exceptional student education programs to post-school education, training and/or work	<ul> <li>Complete individual treatment plans</li> <li>Maximize self sufficiency/independent living</li> <li>Attain educational, vocational rehabilitation, and employment goals</li> <li>Referrals for appropriate living accommodations</li> </ul>
mprove cross-system collaboration to achieve and maintain effective program outcomes	<ul> <li>Standardized cross-system training</li> <li>Develop standards of care to improve screening and access to services</li> <li>Ensure countywide continuum services</li> <li>Increase/maintain collaboration across systems</li> <li>Improve the quality of services funded by Alliance members</li> </ul>

#### Health Cluster

#### **Primary Goal**

To improve health care outcomes for Miami-Dade County residents in an effort to achieve Healthy People 2010 public health goals established by the U.S. Department of Health and Human Services

GOALS	OUTCOMES
To ensure access to health care for Miami-Dade County's 450,0000 uninsured, under-insured, and other high-risk populations who have insurance, but do not effectively access primary care	<ul> <li>Expand neighborhood based health care outreach, promotion and enrollment activities in high need areas</li> <li>Decentralize primary and urgent health care services to neighborhoods with high rates of uninsured</li> <li>Expand health care safety net to include legally present immigrants</li> <li>Expand KidCare to include immigrant children</li> </ul>
To improve cross-system collaboration between health and social services agencies in Miami-Dade County in order to streamline eligibility procedures, reduce fragmentation and fluplication of services, and eliminate barriers to care	<ul> <li>Co-locate health care services in non-traditional sites, including schools</li> <li>Streamline Medicaid eligibility procedures and/or co-locate eligibility staff in multiple locations</li> <li>Increase access to internet-based technology for eligibility screening</li> <li>Promote cross system training in Medicaid eligibility procedures</li> </ul>
To reduce health care disparities and address the primary health care challenges for Miami Dade County in the 2001 CATCH study: infectious diseases, cancers, chronic health conditions, maternal and child health issues, and avoidable hospitalizations, and percentage of children vaccinated by kindergarten	<ul> <li>Reduced incidence and prevalence of HIV/AIDS, TB, Congenital Syphilis, Hepatitis A</li> <li>Reduced late stage breast/cervical/prostate cancers</li> <li>Reduced cardiovascular disease</li> <li>Reduced Diabetes Mellitus</li> <li>Reduced births to teens under age 15</li> <li>Reduced birth defects</li> <li>Reduced homicides</li> </ul>
To ensure cultural and linguistic competency of health care providers; improve access for persons with physical, sensory and developmental disabilities; and continuous improvements in customer/consumer relations	<ul> <li>Reduced barriers to care</li> <li>Improved customer service</li> <li>Improved quality of care</li> <li>Improved outcomes due to increased consumer comprehension and follow-through/compliance with care regimens.</li> </ul>

#### Refugees, Immigrants and New Entrants

#### **Primary Goal**

To help refugees, immigrants and new entrants, regardless of country of origin, develop the knowledge, understanding and necessary skills to adapt to living in South Florida

GOALS	OUTCOMES
Reduce isolation	<ul> <li>Ensure shelter, food and health needs are met</li> <li>Increase access to public benefits</li> <li>Develop and expand orientation and adaptation clearinghouse for new arrivats</li> <li>Increase and ensure access to peer and neighborhood based outreach</li> <li>Maintain peer group identification and support network</li> <li>Develop and maintain strict confidentiality protections</li> </ul>
Empower consumers and caregivers	<ul> <li>Obtain employment authorization documents</li> <li>Obtain or reinstate public benefits for self or dependent family members</li> <li>Apply for legal status</li> <li>Provide legal representation for services other than public benefits</li> <li>Obtain health education/screening and appropriate medical services to include dental and vision</li> </ul>
Improve access to services.	<ul> <li>Increase utilization of core services</li> <li>Ensure array and availability of culturally competent and language appropriate services</li> <li>Extend support services for ineligible, special needs populations</li> </ul>
Achieve academic and vocational goals to maximize independence	<ul> <li>Enrollment in educational, vocational and employment services</li> <li>Obtain and maintain employment</li> <li>Increase in literacy and vocational attainment on State of Florida's points scale</li> </ul>
Improve cross-system collaboration to achieve and maintain effective program outcomes	Standardize data collection Promote cross-system training Provide core array of services countywide Collaboration activities in high need areas Provide engoing quality improvement services Develop and maintain linkages between agencies funded to serve the target populations



Special Needs Populations: Substance Abuse

#### **Primary Goal**

To reduce the incidence of substance abuse in Miami-Dade County, and to ensure access the effective, culturally appropriate outreach, prevention interventions and treatment modalities for substance abuse to include wrap around services such as transportation, sheller, employment and day care, in order to achieve optimum functioning and self-sufficiency, and reduce risks to the community.

GOALS	OUTCOMES
Expand treatment capacity utilizing proven effective modalities for outpatient and residential treatment for women with or without children, dually diagnosed homeless males, ex-offenders and the elderly	<ul> <li>Persons who complete treatment will maintain stable employment and housing arrangements, achieve family preservation goals and utilize appropriate relapse prevention/continuing care services</li> </ul>
Expand post-treatment housing for substance abusers and the dually diagnosed	Substance abusers and dually diagnosed persons completing residential treatment will be linked to appropriate supported housing and ongoing treatment to prevent relapse and avert hospitalization, or entry into the homeless system
Expand science based prevention at the highborhood level	<ul> <li>Reduced substance use by adolescents</li> <li>Reduced absenteeism/truancy</li> <li>Increased ability to remain with family</li> <li>Reduced juvenile arrests or court contact</li> <li>Improved health status of newborns</li> </ul>
Coordinate post-treatment support and wrap- around services	Clients will successfully transition from residential treatment settings to stable supported housing with needed services
Improve cross-system collaboration to achieve and maintain effective program outcomes	<ul> <li>Collaboration activities in place to ensure effective coordination of care across systems to achieve client treatment goals.</li> <li>Collaboration activities are in place to ensure access to emergency or transitional homeless beds, and supported housing</li> <li>Ongoing quality improvement services are implemented by Alliance partners</li> </ul>
Safe communities	<ul> <li>Reduced family violence, including child abuse, domestic violence and elder abuse</li> <li>Reduced drug related arrests</li> <li>Reduced juvenile crime</li> <li>Diversion of substance abusers from corrections to treatment</li> </ul>

Special Needs Populations: Mental Health

#### **Primary Goals**

To ensure access to effective, culturally appropriate outreach, interventions and treatment modalities for children, youth and adults who need mental health treatment, and wrap-around services. Including shelter, transportation, employment and day care services, to achieve optimum functioning and self-sufficiency, and to reduce risks to the community.

GOALS	OUTCOMES
Expand outpatient and residential treatment capacity for children as part of a coordinated system of care, regardless of ability to pay	Achievement and maintenance of stable employment and housing arrangements, family preservation and continuing care
Implement of expand early identification of children and youth experiencing mental health problems due to family or community violence	<ul> <li>Provide early intervention services to allow emotionally disturbed children achieve positive outcomes including remaining in functional families, reduced absenteeism or truancy, hospitalizations, arrests or delinquency</li> </ul>
Community-wide promotion targeting family, businesses and schools	Promote greater community awareness of mental health services and reduce stigma
Expand post-treatment housing services for mentally ill and dually diagnosed populations	Reduced hospitalizations and homelessness for mentally ill and dually diagnosed populations
Develop transition services for 14-22 year olds	<ul> <li>Reduced fragmentation of services and improve outcomes for youth who transition into the adult mental health and vocational rehabilitation systems</li> </ul>
Improved cross-system collaboration to achieve and maintain effective program outcomes	<ul> <li>Screen and refer individuals and families in need of mental health services</li> <li>Collaborate activities to ensure coordination of care across systems to achieve client goals. To include obtaining employment, family reunification, diversion from correctional facilities into treatment, averting homelessness, or ensuring access to emergency or transitional homeless beds, and supported housing, as needed</li> <li>Implement and maintain quality improvement of services</li> </ul>

#### Special Needs Populations: Homeless and Persons At Risk of Becoming Homeless

#### **Primary Goal**

(1) To provide a coordinated, multi-disciplinary response to identify and provide services to individuals and families at imminent risk of homelessness as early as possible in the cycle of substance abuse or destabilization, in order to help them respond more appropriately to life crises and avert the need for more costly interventions; and (2) When preventive and early intervention measures have not been successful, to ensure access to the appropriate emergency, transitional or supported housing, and advanced care services to help them achieve stability and obtain supportive services needed to achieve optimum functioning.

GOALS	OUTCOMES
Ensure continuation of existing homeless services in Miami-Dade County	<ul> <li>Homeless individuals and families will obtain safe emergency or transitional housing</li> </ul>
Improve cross-system coordination of homeless prevention resources, including case management services and emergency assistance to prevent homelessness. Systems include Substance Abuse, Corrections, Courts, Mental Health, Public Health, Ryan White and HOPWA	Individuals and families at imminent risk of homelessness will be successfully diverted into affordable housing, or into the appropriate homeless service continuum, with wrap-around services as appropriate
Provide permanent housing with support services to include limited subsidy and case management for non-disabled singles and large families	Homeless individuals who are not disabled will be able to transition to supported living arrangements or independent living, as appropriate
	<ul> <li>Upon discharge from homeless shelters or other residential facilities, persons in need of limited subsidy and case management will access supported housing with relapse prevention services for continuing care</li> </ul>
	<ul> <li>Extended support services for ineligible, special needs populations</li> </ul>
Provide shared support services and supplemental income for undocumented persons to include transition to and sustainment of permanent housing	<ul> <li>Public and private funders will provide the appropriate mix of services for homeless individuals and families who do not currently qualify for public benefits</li> </ul>
Substance abuse and low demand treatment models for intact families	<ul> <li>Preservation of families</li> <li>Sustain permanent housing</li> <li>Increase number of individuals completing treatment substance abuse free</li> </ul>

Special Needs Populations: Domestic Violence, Rape and Sexual Assault

#### Primary Goal

To promote community awareness and education to prevent domestic violence, rape and sexual assault in Miami-Dade County, and to ensure access to, and availability of, culturally appropriate, coordinated, multi-disciplinary service responses for victims and their families in high need geographic areas.

GOALS	OUTCOMES
Improved cross-system collaboration to achieve program outcomes for victims of domestic violence, rape and sexual assault	<ul> <li>Coordination of services by police, health care providers, the court system, family violence service providers and social service agencies in high need areas to achieve client safety, well-being and self-sufficiency</li> <li>Training of police, health care providers, victim advocates and human service professionals in high need areas to include standardized risk management, evidence collection, reporting protocols, and referrals to available community resources</li> </ul>
Ensure the immediate safety of victims of domestic violence and rape and sexual assault, including minor children or elder dependents	<ul> <li>Access to confidential, multi-disciplinary hospital based support for victims in high need areas</li> <li>Access to victims advocacy services upon receipt of 911 call, to include emergency shelter, or community based care alternatives, upon discharge from hospital or shelter</li> <li>Access to specialized services for children who are victims or witnesses to domestic violence</li> </ul>
Accurate data on the extent of domestic violence, rape and sexual assault in Miami-Dade County	Reliable numbers upon which to base needs assessments for future Social Services Master Plans and resource allocation activities
Community-wide support and participation in prevention of domestic violence, rape and sexual assault	<ul> <li>Increase community and professional awareness of prevention and interventions</li> <li>Broaden community involvement in prevention activities to include the public/private sectors</li> </ul>
Development of program standards for effective treatment of sexual offenders	<ul> <li>Access to appropriate treatment modalities reducing recidivism</li> </ul>
Access to culturally appropriate, quality prevention interventions and supportive services for child and adult victims of domestic violence and rape or sexual assault	<ul> <li>Reduced barriers to care and treatment</li> <li>Quality, affordable and accessible care</li> <li>Provide culturally competent services</li> <li>Alternatives to shelter based approaches</li> <li>Access for specialized target populations</li> </ul>
Safe communities	<ul> <li>Reduced family violence, including child abuse, domestic violence and elder abuse</li> <li>Reduced drug related arrests</li> <li>Reduced juvenile crime</li> </ul>

### Criminal Justice Cluster Ex-Offenders

#### **Primary Goal**

To increase public safety by preventing recidivism and ensuring a smooth transition and successful re-entry of ex-offenders from prison to society

GOALS	OUTCOMES
Safe communities	<ul> <li>Reduced drug related arrests</li> <li>Reduced crime</li> <li>Reduced community violence, including child abuse, domestic violence and elder abuse</li> </ul>
Ensure the timely discharge planning of ex- offenders with adequate resources and coordination, to include issues of family preparation, unification, and reunification	<ul> <li>Access to confidential, wrap around support services</li> <li>Access to services for the mentally ill and dually diagnosed populations</li> <li>Decreased recidivism rate</li> </ul>
Accurate data and analysis providing a profile of offenders, needs and impact of intervention	<ul> <li>Reliable numbers upon which to base needs assessments for future Social Services Master Plans and resource allocation activities</li> <li>Effective treatment intervention match with client need</li> <li>Reliable numbers upon which to educate the community on cost effectiveness of treatment vs. incarceration</li> </ul>
Community wide education and outreach campaign on public safety and cost effectiveness of treatment vs. incarceration	<ul> <li>Increased community and professional awareness of prevention and interventions</li> <li>Increased community involvement in prevention activities to include the public/private sectors</li> <li>Reduced stigma of community based programs</li> <li>Reduced cost to community</li> </ul>
Development of program standards for effective treatment of ex-offenders to include culturally appropriate, quality prevention interventions and supportive services	<ul> <li>Access to appropriate treatment modalities aimed at reducing recidivism</li> <li>Reduced barriers to care and treatment</li> <li>Quality, affordable and accessible care</li> <li>Culturally competent services</li> <li>Access for specialized target populations</li> </ul>
Workforce Development/ Self Sufficiency	Reduced recidivism Reduced crime Job training opportunities that lead to employment Retaining employment
mproved cross-system collaboration to achieve program outcomes for ex offenders	<ul> <li>Coordination of services by police, health care providers, the court system, family violence service providers, Miami Dade County Public Schools, and social service agencies in high need areas</li> <li>Availability of core array of services countywide</li> </ul>

App ix B-Service Gaps Identified in the Health and Social Services Master Plan-By Cluster

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Health Care	Culturally Competent Nelghborhood Based Outreach and Enrollment targeted to high need communities	Decentralized Primary and Urgent Care Services targeted to areas with high rates of uninsured; improved access to Spedalty Care (Expand Trust Care)	Extended Hours (Including Weekends) for Service Delivery to Accommodate Working Families	Community Capacity-Building Efforts to assess risk and assess for Improving health status of residents In high need communities
	Expand Florida's Safety Net (Induding vision and dental services) for Lawfilly Present Immigrants; Expand WidCare to Indude Immigrant Children	Promote Health Literacy (Multiple sources of health outreach and education, including media, workplace, church, home and school)	Co-locate health services in non-traditional sites (e.g. schools, shapping centers)	Promote Cross-Training of Case Managers on Medicald and MdCAre Eligibility Requirements
	Promote System-Wide Quality Improvement Efforts to improve Customer Service and Community Relations	Provide Cultural Competency Training for Health and Social Services Providers	Provide Self-Assessment Tools to Help Providers Eliminate Barriers for Persons with Disabilities	Streamline.Medicald Eligibility Procedures and Co- locate Eligibility Staff; Increase access to Internet Technology for Medicald Screening
Children, Youth and Families	Quality Child Care-Gold Seal (quality, affordable, accessible)	Child Care for the Working Poor (Induding Pre-K and Head Start, evening and weekend care, and access for special needs children)	Before and After School Care (including school holidays, and summers, with access for special needs children)	Healthy Families/Home Visiting and parent education for at risk families
	Academic Supports and Stay. In School Services for youth at itsk of dropping out of school	Child Abuse Prevention (culturally competent, home and community based)	Teen Pregnancy and HTV Risk Reduction (curriculum based and school-based multi- disciplinary nurse/social worker teams)	Neighborhood Resource Centers:to coordinate prevention. and early.intervention services as part of condinuum of community services
	Family Empowerment (basic skilis, appropriate parenting interventions, delinquency prevention, anger management, conflict resolution)	Neighborhood Empowerment (basic skilis, community mobilization, conflict resolution, community/police partnerships)	Stay in School-Crime Prevention (case management and academic support for students with DJJ involvement who are at high risk of dropping out of school)	Family Violence Intervention Programs for Youth
	Focus on Best Practices for Serving Youth over age 11 who have been in Foster Care for 5 or More Years	Promote Cross-System Coordination between Community Based Care, Children's Mental Health and Delinquency/Dependency systems	Early Intervention and Treatment Services and Probation, and Aftercare Services for CINS/FINS and youth In the Juvenile-Justice system!	

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Appr 'x B. Service Gaps Identified in the Health and Social Services Master Plan-By Cluster

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Caregiver Education and Supports, including Aquit Day Care and Respite Services	Early Intervention Services for elders at risk (models to be developed in FY 2002-2003)	Update Assessment of the Needs for Miami Dade County's Elder Populations	Transition Services (including Parent, Laisons) to assist with transition of youth with disabilities from Dade Co. Public Schools into vocational rehab and adult systems of	Direct. Theraples—speed, occupational; behavioral, and in-home supports for lindividuals with developmental disabilities	· · · · · · · · · · · · · · · · · · ·	
Expanded Nutrition Services-home delivered meals (time. limited—with goal of returning to Senior Centers)	Improved Cross-System Coordination with Mental Health, Substance Abuse, and Domestic Violence services	Explore care coordination models for Long Term Care	Respite Care, including After School Programs and Summer Camps for children and youth with disabilities	Specialized Transportation Services	Support Life Long Learning Opportunities	
Specialized Transportation (Inc.escort to shopping, medical appointments and senior centers)	Emergency Home Repairs (Including hurricane preparation)	Strengthen Information and Referral Linkages (See County-Wide Services)	Port-Consumer Advocacy to help supports and early intervention, for and caregivers those who do not qualify for services	Professional Education for Teachers, Health Care Providers, Child Care Workers	Implement Multi- Discliplinary Workforce Development Task Force for Special Needs Populations.	
Centrar Based Care (Induding Information and Referral, Case Management, Socialization, Nutrition, Assessments, Financial and Legal Courseling, Interactive and Intergenerational Programs)	Quality In-Home Services (home care, home delivered meals, housekeeper/chore service)	Expansion of Affordable Housing for the Elderly	Family Support-Consumer Education and Advocacy to help consumers and caregivers access services	Caregivers Supports, induding counseling to address behavioral management issues, and respite care	Home and Community Based Walver Services (to address reduced scope of service and/or walting lists)	
Elders			Children and Adults with Disabilities			

Apr IIx B. Service Gaps Identified in the Health and Social Services Master Plan-By Cluster

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Include Filing Fees for Work Pernils, Documents and Supplies for Vocational Training as Allowable Costs of Providing Services to Immigrants	( · F	Mental H Expand capacil for transitions age 14-22; in collaboration system; updal Network, repo- early, identific youth at risk; s	Expand Crisis Intervention Team raining to all police Jurisdictions this film bade. County
Academic/Vocational Services for those who do not qualify for ORR Support due to	Promote Community Awareness of Availability of ESOL through MDCPS	Substance Abuse Prevention and Treatment: Expand Capacity for treatment: expand targeted science-based prevention initiatives; improve coordination of SAMHSA and Homeless Trust matching funds; address access to medical and non-medical detoxification beds; strengthen linkages to Aging network	Implement Multi- Discliplinary Workforce Development Task Force for Spedal Needs Poculations
Community Based Adaptation Services (Including education about how to	and linkage to legal services)  Expand KidCare to include Immigrant Children	Homeless:  Maintain capacity to serve homeless Individuals and families; improve cross-system collaboration to prevent homelessness; expand supported housing with wrap- around services; address affordable housing for populations at or below 30% of median income at the policy level; and provide emergency level; and provide	Improved Cross-System Coordination beween Mental Health, Substance Abuse, Homeless and Domestic Violence
Legal Services for immigration, access to working papers, services to reduce victimization.	Expand Florida's Safety Net, including vision and dental Care, to Legally Present Florida Residents	> 6 40	Supported Housing with Wrap-Around Services (case management, training and employment, substance abuse/mental health treatment)
Refugees, the strants of the strants	2	Special Needs s	

Ap<sub>k</sub> Jix B. Service Gaps Identified in the Health and Social Services Master Plan-By Cluster

Workforce Development: Include ex-offenders as a target population in the Workforce Development Task Force for Special Needs Populations		Quality Improvement-Promote consumer involvement in needs assessments, program evaluation at every level of the health-and social services delivery, system	
Improved Gross-System Coordination between Corrections, Medicaid, Workforce Development, Mental Health, Substance Abuse, Homeless and Child Welfare services.	Legal Services: Ensure access to legal services with priority for services to indigent persons, victims of family violence, persons who are illegally evicted, individuals requiring guardianship services, and persons requiring legal assistance to access benefits.	Improved Cross-System Collaboration- The Allance should continuously spearhead the identification and elimination of barriers to coordination of service delivery for multi-need populations between/among systems of care	
Expand Forensic Case Managers to divert  populations into treatment, as appropriate	Food Recovery and Distribution: Raise awareness of issues of hunger in Miami-Dade County; develop consistent program: standards across systems to ensure quality and cost effectiveness of services; reduce duplication and fragmentation by promoting cross-system collaboration	Improve access to services in the natural environment for individuals with sensory, physical and developmental disabilities	
Comprehensive Assessments With appropriate interventions from point of entry; improved discharge planning; cognitive behavioral therapy; stay in school programs for youth in fall; access to aftercare and wrap-around services upon re-entry	Information and Referral: Ensure timely and accurate Information about service availability and eligibility requirements, including a web- based resource and referral system with connectivity to all providers	Promote Culturally and Linguistically Competent Services as essential for effectively meeting the needs of Miami-Dade County's diverse residents	Promote Literacy and Educational Attainment across all Clusters
Criminal Justice: Ex-Offenders Returning to the Community	County Wide Services	System-Wide Goals (for ALL Clusters)	

#### ATTACHMENT D

## NEIGHBORHOOD REVITALIZATION STRATEGY AREAS LIST AND MAPS

Opa-locka, Commission District 1

West Little River, Commission District 2

Melrose, Commission District 2

Model City, Commission District 3

South Miami, Commission District 7

Perrine, Commission District 9

Goulds, Commission District 9

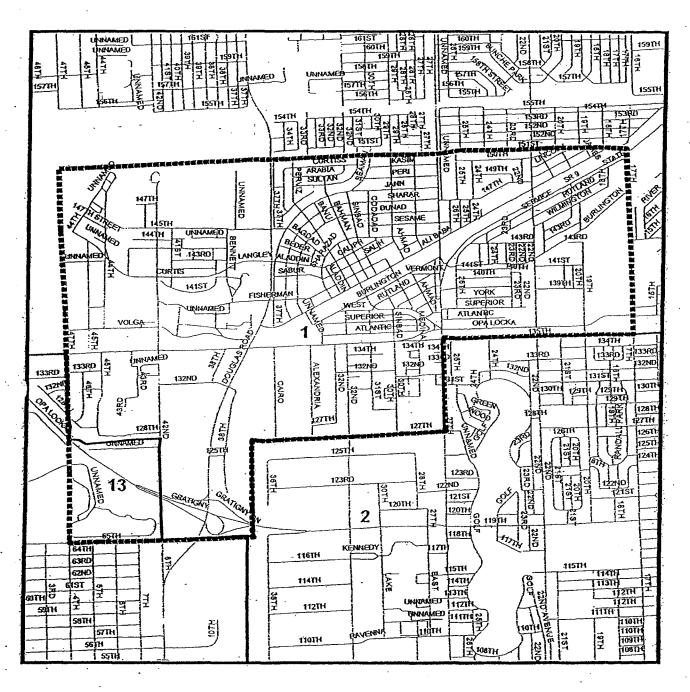
Leisure City/Naranja/ Commission Districts 8 & 9

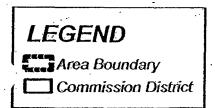
Princeton,

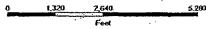
Kendall West, Commission District 11

Sweetwater, Commission District 12

### OPA-LOCKA NEIGHBORHOOD REVITALIZATION STRATEGY AREA





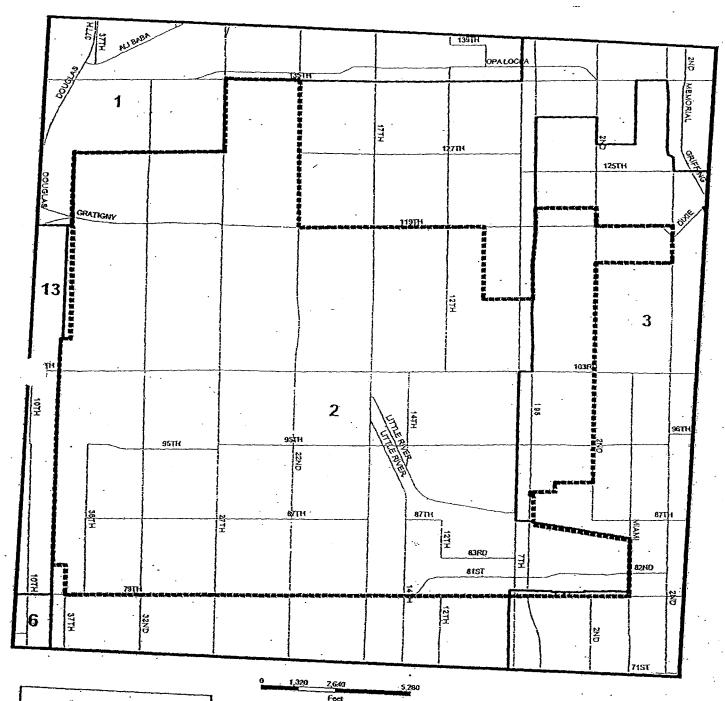






MIAMI-DADE COUNTY, FLORIDA DEPARTMENT OF PLANNING & ZONIN RESEARCH SECTION

## WEST LITTLE RIVER/WESTVIEW/EAST PINEWOOD, NEIGHBORHOOD REVITALIZATION STRATEGY AREA



LEGEND

Area Boundary

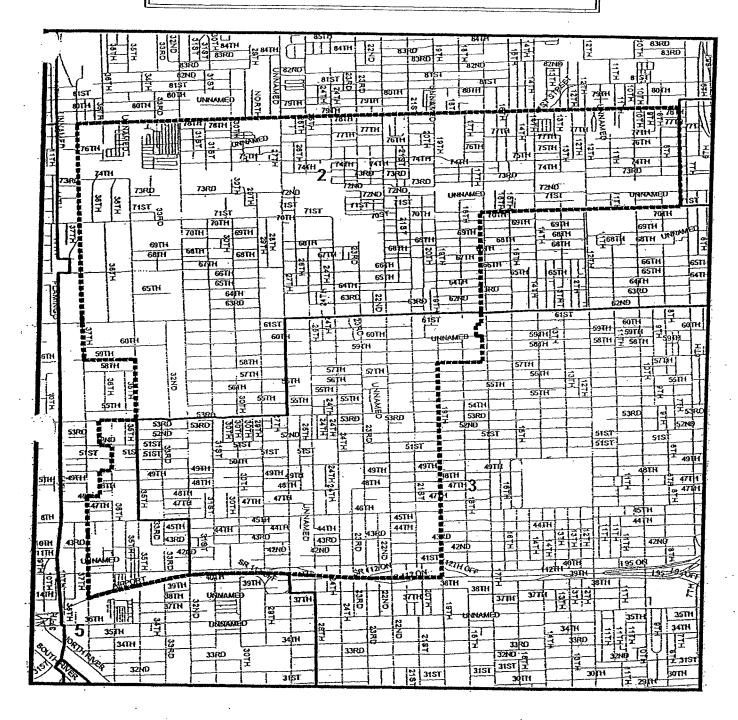
Commission District

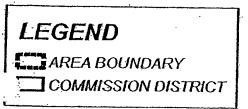




MIAMI-DADE COUNTY, FLORIDA DEPARTMENT OF PLANNING & ZONIK RESEARCH SECTION

### MODEL CITY NEIGHBORHOOD REVITALIZATION STRATEGY AREA





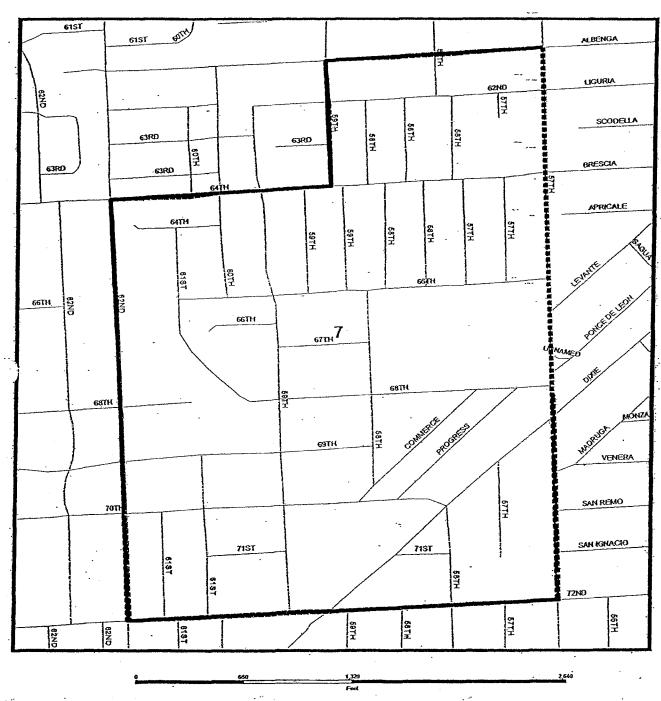


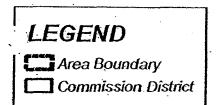




MIAMI-DADE COUNTY, FLORIDA DEPARTMENT OF PLANNING & ZONIA RESEARCH SECTION

#### SOUTH MIAMI NEIGHBORHOOD REVITALIZATION STRATEGY AREA





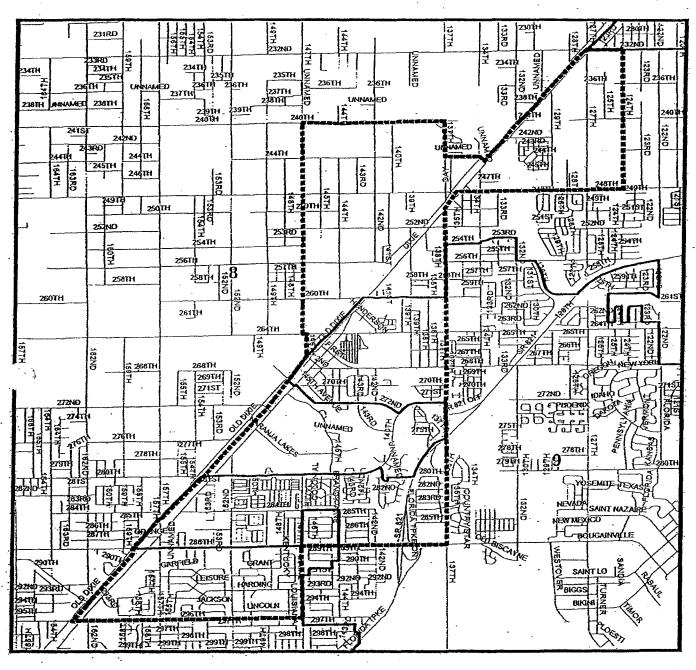
February 2004





MIAMI-DADE COUNTY, FLORIDA DEPARTMENT OF PLANNING & ZONIN RESEARCH SECTION

#### LEISURE CITY/NARANJA/PRINCETON NEIGHBORHOOD REVITALIZATION STRATEGY AREA



0 1,320 2,640 5,280

LEGEND

Area Boundary

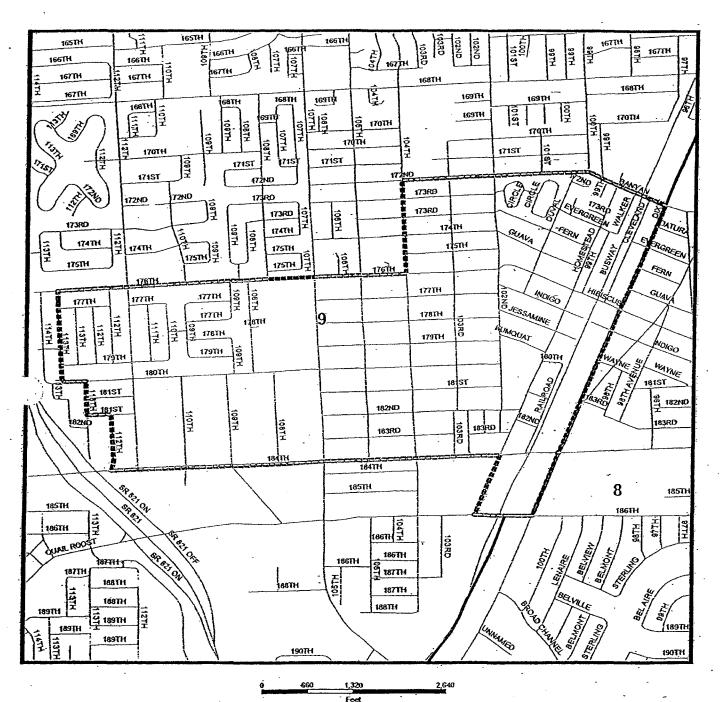
Commission District





MIAMI-DADE COUNTY, FLORIDA DEPARTMENT OF PLANNING & ZONIN RESEARCH SECTION

#### PERRINE NEIGHBORHOOD REVITALIZATION STRATEGY AREA



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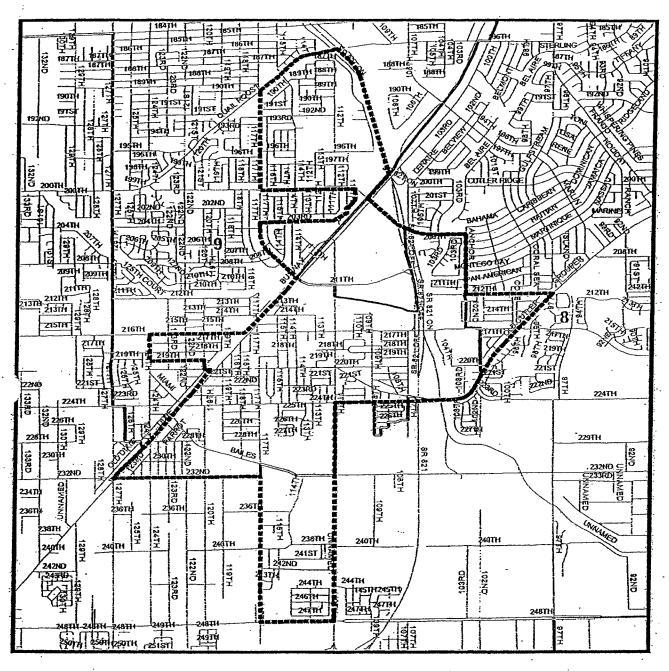
Area Boundary
Commission District

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MIAMI-DADE COUNTY, FLORIOÁ DEPARTMENT OF PLANNING & ZONIN RESEARCH SECTION

### GOULDS NEIGHBORHOOD REVITALIZATION STRATEGY AREA



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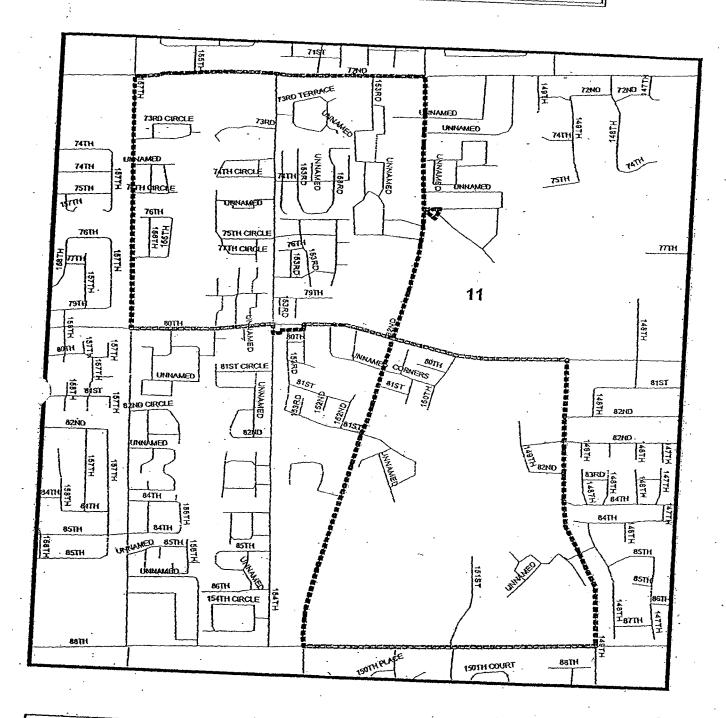
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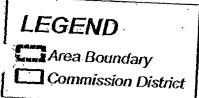
Commission District



MIAMI-DADE COUNTY, FLORIDA DEPARTMENT OF PLANNING & ZONING RESEARCH SECTION

# KENDALL WEST NEIGHBORHOOD REVITALIZATION STRATEGY AREA





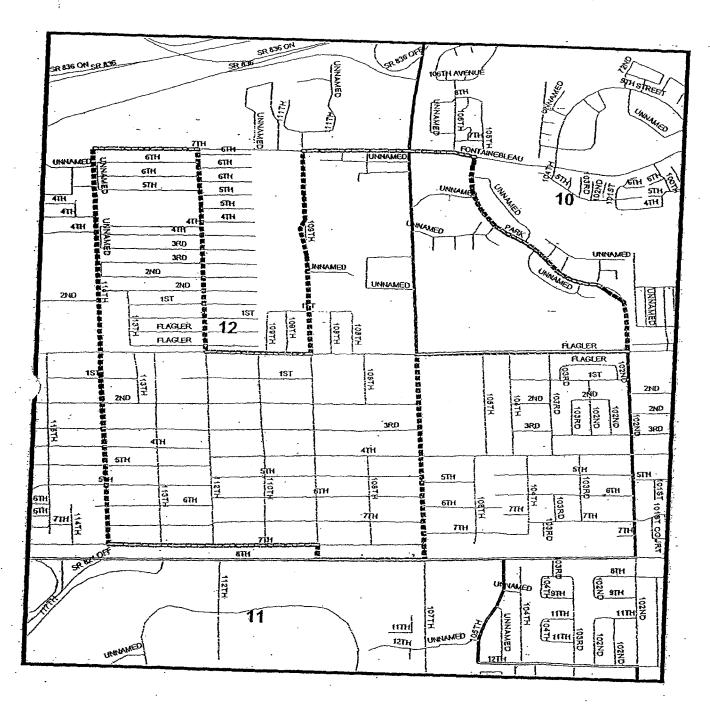
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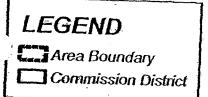


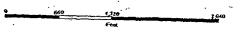
February 2004

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### SWEETWATER NEIGHBORHOOD REVITALIZATION STRATEGY AREA











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